

Macklin, Sharon

From: Cory A. Booker <mayor@bookerteam.com>  
Sent: Thursday, January 20, 2011 6:38 AM  
To: [REDACTED]  
Cc: [REDACTED] Macklin, Sharon  
Subject: Re: Document for tomorrow's meeting : Diagnostic Findings and Recommendations

Rebecca (all),

I've been called to Washington to meet with the president in the oval office today about economic issues. Its about the only thing that would trump my being there today for our meeting/update. The meeting will go forward as planned in my absence and I hope we can touch base later to share thoughts and more.

Thanks,

Cory

----- Original Message -----

From: DiBiase, Rebecca Wolf <rdibiase@broadfoundation.org>  
To: [REDACTED]  
Cc: [REDACTED] Cory A. Booker; Chris Cerf <cdcerf@gmail.com>  
Sent: Wed, Jan 19 22:08:52 2011  
Subject: RE: Document for tomorrow's meeting : Diagnostic Findings and Recommendations

Thanks. Just arrived so I won't be able to look at this in hard copy - will you be sure to have one there for me tomorrow. I will review tonight electronically - better for the environment, worse for notetaking...

R

Rebecca Wolf DiBiase

the

broad foundation

education

310.954.5055 phone

[REDACTED] mobile

----- Original Message -----

From: Cynthia Vance [mailto:cynthia.king.vance@gmail.com]  
Sent: Wednesday, January 19, 2011 1:53 PM  
To: Chuck Crafts; DiBiase, Rebecca Wolf; Jen Holleran  
Cc: Ned Levy; rajeev bajaj; Cory A. Booker; Chris Cerf

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Subject: Document for tomorrow's meeting : Diagnostic Findings and Recommendations

Dear Rebecca, Chuck & Jen,

Attached is the draft of the document for tomorrow's conversation, which we are looking forward to. Please feel free to contact me if you need anything else before we meet. The team will be at the first part of the meeting when we go through this material.

Best

Cynthia

Macklin, Sharon

From: Cory A. Booker  
Sent: Tuesday, September 28, 2010 5:26 PM  
To: [REDACTED]  
Cc: Macklin, Sharon

Jack,

Now that we have moved past the announcement of Newark's PEN Fund and the \$100 million matching grant from Mark Zuckerberg, I wanted to take a moment to thank you and the Square team for all of the amazing work you have done on the [www.squareup.com/newark](http://www.squareup.com/newark) site. We are deeply honored to be working with you on this donation system, and have been inspired by the dedication of your team. It is extraordinary that so many of your employees worked round-the-clock to create this system for Newark. We are overwhelmed and grateful.

I want to extend the gratitude of our entire community, as this consumer donation mechanism empowers Newark – now and in the future – to mobilize the “grass roots” of the global Web to support our public schools.

While I know this past week has been full of twists and turns, I cannot express how impressed we have been by you and your team's dedication and flexibility. Your willingness to roll with the punches and stay focused on the kids at the end of this donation system has been inspiring to everyone who has worked on this initiative and announcement.

When we move past the fervor of the hectic early days of this initiative, my team and I look forward to re-focusing on Square. We believe in the potential of what you have built for us, and we want to work with you to leverage this system to its fullest potential.

Thank you, again, for your leadership, dedication, hard work and absolute grace. It is such an honor to be a partner.

Cory

**Macklin, Sharon**

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**Subject:** Meeting with FB  
**Location:** 888 Seventh Avenue, 29th Floor, Bill Ackman's Conference Room, New York, NY 10106  
**Start:** Mon 9/27/2010 12:30 PM  
**End:** Mon 9/27/2010 1:30 PM  
**Show Time As:** Tentative  
**Recurrence:** (none)  
**Meeting Status:** Not yet responded  
**Organizer:** Cory A. Booker

**Type:** Single Meeting  
**Organizer:** Cory A. Booker  
**Start Time:** Monday, September 27, 2010 12:30 PM **End Time:** Monday, September 27, 2010 1:30 PM **Time Zone:** (GMT-05:00) Eastern Time (US & Canada)  
**Location:** 888 Seventh Avenue, 29<sup>th</sup> Floor, Bill Ackman's Conference Room, New York, NY 10106

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Macklin, Sharon

From: Cory A. Booker <mayor@bookerteam.com>  
Sent: Sunday, September 19, 2010 2:23 PM  
To: [REDACTED] Macklin, Sharon; [REDACTED]  
Cc: [REDACTED] Mattes,  
Bar; [REDACTED]  
Subject: Re: Proposed Revisions to press release

I'm climbing on a plane to Chicago.  
I will review this for approval on the plane.

Cory

----- Original Message -----

From: Sheryl Sandberg <sheryl@facebook.com>  
To: Elliot Schrage <elliott@facebook.com>; Larry Yu <lyu@facebook.com>; De'Shawn Wright <deshawn.wright@gmail.com>; Sharon Macklin <macklins@ci.newark.nj.us>; Sarah Ross <sarah@katalystfilms.com>; Matt Klapper <matt.klapper@gmail.com>  
Cc: Kathleen Loughlin <kathleen@facebook.com>; Jenny Thaw <johnythaw@facebook.com>; Caryn Marooney <Caryn@outcastpr.com>; Amy Swanson <ASwanson@outcastpr.com>; Rebecca Hahn <rhahn@outcastpr.com>; Kate O'Neill <kkoneill@facebook.com>; mattesb@ci.newark.nj.us <mattesb@ci.newark.nj.us>; Jen Holleran <holleraneducation@gmail.com>; Cory A. Booker  
Sent: Sun Sep 19 12:04:51 2010  
Subject: RE: Proposed Revisions to press release

I like this a lot

Cory -- can you get us comments on this today? We should have a draft to send the governor by tomorrow.

My one question is whether for local purposes, there is too much "national" language in here. I wonder if we should basically make this focused on Newark with just a touch of "and this will be a national model"

From: Elliot Schrage  
Sent: Saturday, September 18, 2010 11:13 PM  
To: Larry Yu; De'Shawn Wright; Sharon Macklin; Sarah Ross; Matt Klapper  
Cc: Kathleen Loughlin; Jonny Thaw; Caryn Marooney; Amy Swanson; Rebecca Hahn; Kate O'Neill; mattesb@ci.newark.nj.us; Jen Holleran; Sheryl Sandberg; Cory A. Booker  
Subject: Proposed Revisions to press release  
Importance: High

With Sheryl's encouragement, my team took the liberty of proposing a substantially revised press release to:

--reorganize to highlight the actions of the Governor and Mayor (since this is your announcement)

--clarify the commitments being made by each party. (note that I've put much of this language in brackets since the details are obviously up to you).

-- highlight the objectives of the initiative with greater specificity

-- employ language that national polling suggests resonates well with a mass audience, without alienating potential adversaries.

We've limited our comments on the quotes from the Governor and Mayor, since these obviously are designed to be in their own voices — we're happy to offer suggestions here as well if you'd like.

Our goal is to better explain objectives and avoid hot-button words if we can, and use more personal, less abstract, language to emphasize the potential benefits-- success for students, rewards for teachers, improvements to schools, etc.

Of course this is a draft, and we welcome your comments and suggestions.

thanks

c

**Macklin, Sharon**

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**From:** Mattes, Bari  
**Sent:** Monday, September 13, 2010 6:37 PM  
**To:** Yingling, Beth; [REDACTED]  
**Subject:** An e-troduction

Beth, please meet Sheryl Sandberg, the COO of Facebook, who has been the key partner in securing the tremendous commitment of Mark Zuckerberg to the Newark Education and Youth Development Fund. She is advising Mark on all aspects of this and coordinating the efforts around the creation of his foundation and how it will interact with NEYDF. Sheryl, please meet Beth Yingling, a partner at McCarter & English, New Jersey's largest (and maybe oldest) law firm, which has agreed to serve as pro bono counsel to the Newark Education and Youth Development Fund -- she has been an invaluable resource to us and will continue to do so.

Beth, Sheryl and her team may have a few questions for you. As you know, we are proceeding quickly (a slight understatement) so appreciate any assistance you can provide her.

Many thanks to you both.

Bari

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**Macklin, Sharon**

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**From:** Mattes, Bari  
**Sent:** Tuesday, September 14, 2010 1:07 PM  
**To:** mayor@bookerteam.com; De'Shawn Wright  
**Subject:** FW: NEYDF Action Plan

See below.

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**From:** Mattes, Bari  
**Sent:** Tuesday, September 14, 2010 8:58 AM  
**To:** [REDACTED]  
**Cc:** 'mayor@bookerteam.com'  
**Subject:** Re: NEYDF Action Plan

The Broad folks were very interested in knowing who the Superintendent is going to be.

Bill Ackman of Pershing Square put up the initial \$100k to get us going (and this is a good start) and we are hopeful that he will act quickly either on his decision to commit to the Fund (we think his number is \$25M and we are presenting to his board next Thursday) and will put up his first \$5M right away or else we can some additional money from him to get this piece going (as well as to fund the operating expenses). He gets it.

CDF is not doing this -- sorry if there was confusion somewhere along the way. There a few firms who do this piece well and we are getting proposals. The organizing involves focus groups, polling and grass roots on the street activism, mailings, etc. Will get you more detail on budget but we agree that this is the most critical piece right now. They have done it brilliantly up in Harlem.

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**From:** Sheryl Sandberg <sheryl@facebook.com>  
**To:** Mattes, Bari  
**Cc:** mayor@bookerteam.com <mayor@bookerteam.com>  
**Sent:** Tue Sep 14 08:48:08 2010  
**Subject:** RE: NEYDF Action Plan

What do you mean by superintendant?

On fundraising, I think the priority is getting someone on board before the announcement to pay for the community awareness piece. This piece is so critical. Can you tell me:

- Who the possible donors are for this and the plan to reach out to them?
- More details on why it costs so much to do the community organizing? (for example, in one deck I saw the children's defense fund listed as a possibility to do this? Maybe I misread. But I worked there and as far as I know, they don't do this at all)

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**From:** Mattes, Bari [mailto:mattesb@ci.newark.nj.us]  
**Sent:** Tuesday, September 14, 2010 2:20 AM  
**To:** Sheryl Sandberg  
**Cc:** mayor@bookerteam.com  
**Subject:** RE: NEYDF Action Plan

Thanks, Sheryl.

As an update on Broad, per latest conversation yesterday afternoon, we know that he is very interested in the Fund and is particularly



interested in superintendent so will get back with him post-Sept 24.

On Oprah, ask has been made with no response either way -- so this means no or that, as Gayle King said, she loves a surprise -- if no surprise, she will come off the list I fear.

Thanks for help with Doerr -- let me know if you need me to send anything to them.

Thanks much.

Bari

-----Original Message-----

From: Sheryl Sandberg [mailto:sheryl@facebook.com]

Sent: Tue 9/14/2010 12:23 AM

To: Mattes, Bari

Cc: mayor@bookerteam.com

Subject: RE: NEYDF Action Plan

This is a great list.

Thoughts:

Mark is following up with Gates this week.

I will call David Einhorn this week (my cousin)

Mark is scheduling dinner with Broad. You should still pursue as never know when that will happen.

AMAZING if Oprah will donate herself. Will she?

I am following up with John Doerr/ New Schools Venture Fund.

From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]

Sent: Monday, September 13, 2010 10:58 AM

To: Sheryl Sandberg

Cc: mayor@bookerteam.com

Subject: NEYDF Action Plan

Hello, Sheryl - as promised, attached is the confidential NEYDF action plan that Mayor and I have been working from. Would, of course, welcome your thoughts - perhaps we add this to our list of meetings/conversations to schedule.

Bari

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Macklin, Sharon

From: Mattes, Bari  
Sent: Tuesday, September 14, 2010 7:55 AM  
To: [REDACTED]; Ronald Piervincenzi  
Subject: An e-troduction

Christian and Ron, please meet Sheryl Sandberg, the COO of Facebook, who has been the key partner in securing the tremendous commitment of Mark Zuckerberg to the Newark Education and Youth Development Fund. She is advising Mark on all aspects of this effort. Sheryl, please meet Christian Mariager and Ron Piervincenzi, the partners at McKinsey who have led the team at McKinsey that DeShawn and I have been working with this summer (on a completely pro bono basis) to get us to the point of launching this amazing initiative. McKinsey has been an invaluable resource to us and will hopefully continue to do so (we hope that they may serve NEYDF fund in the same way that Monitor serves New Profit).

Christian and Ron, I have shared the Discussion Document and Operating Plan with Sheryl and she has a few questions. Given how quickly we are proceeding, it does not seem that a meeting is needed -- perhaps just a quick call or email exchange with questions. I appreciate any assistance you can provide her.

Many thanks to you all.

Bari

/acklin, Sharon

From: Mattes, Bari  
Sent: Wednesday, September 15, 2010 9:41 PM  
To: [REDACTED]  
Cc: 'mayor@bookerteam.com'; [REDACTED]  
Subject: Re: NEYDF Action Plan

Marne and Libby, a pleasure to meet you virtually. Fantastic news, Sheryl! Please let me know if there is anything you need from me as you proceed.

Our meeting with David Einhorn is tomorrow -- were you planning on checking in with him before or after that?

John Griffin is on the Tiger Foundation board and has been instrumental in making that happen -- that has been his focus and contribution for now. He remains on my secondary list -- definitely on my mind.

More soon.

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From: Sheryl Sandberg <sheryl@facebook.com>  
To: Mattes, Bari  
Cc: mayor@bookerteam.com <mayor@bookerteam.com>; Marne Levine [REDACTED]; Libby Leffler [REDACTED]  
Sent: Wed Sep 15 21:29:26 2010  
Subject: RE: NEYDF Action Plan

John Doern and New Schools Venture Fund. In for probably \$10-20. Working on firming up commitment by meeting with them, hopefully asap.

Libby from my office is tracking everything else for me but on donations, Bari will be the lead and will keep track. Please copy Libby and Marne on everything going forward.

Bari -- let us know any progress you make and we will do the same.

Also, what about John Griffin?

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From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]  
Sent: Monday, September 13, 2010 10:58 AM  
To: Sheryl Sandberg  
Cc: mayor@bookerteam.com  
Subject: NEYDF Action Plan

Hello, Sheryl -- as promised, attached is the confidential NEYDF action plan that Mayor and I have been working from. Would, of course, welcome your thoughts -- perhaps we add this to our list of meetings/conversations to schedule.

Bari

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Macklin, Sharon

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From: Mattes, Bari  
Sent: Friday, September 17, 2010 8:01 PM  
To: [REDACTED]; 'mayor@bookerteam.com'  
Cc: [REDACTED]  
Subject: Re: meeting in Ny on monday 9/27

CB and I will put our heads together -- that is a great opportunity.

Anikka, can you please provide me timing so I know what we are working with.

Thanks all.

---

From: Sheryl Sandberg <sheryl@facebook.com>  
To: Cory Booker (Mayor@bookerteam.com) <Mayor@bookerteam.com>; Mattes, Bari  
Cc: Anikka Fragodt <[REDACTED]>; Camille Hart <[REDACTED]>  
Sent: Fri Sep 17 19:18:11 2010  
Subject: meeting in Ny on monday 9/27

Cory & Bari,

Mark and I will be in NY on Monday 9/27. Mark is speaking at NBC thing that morning. After this, if you want us to, we are happy to do a meeting with potential investors -- either a late coffee or early lunch. You would organize it and invite people. (I would bet someone is happy to host it in their office so it is private. In case there is an issue of cost, I can cover this personally so don't worry about cost here.)

Anikka can give you times to make this happen if you are interested. Mark will fly out right after this so timing will be important.

I think this is a good opportunity ☺

Sheryl

**Macklin, Sharon**

**From:** Mattes, Bari  
**Sent:** Saturday, September 18, 2010 10:18 AM  
**To:** 'mayor@bookerteam.com'; [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Re: Immediate capital needs

Happy to put that together for you -- given holiday, probably will be tomorrow or Monday and not today. Hope that is okay.

I can tell you that we have not yet spent any of the \$100,000 but will shortly for community engagement work. We have set that aside for just that purpose to get going. As CB mentioned, to date, campaign has been covering expenses and we have been able to get both outside counsel and McKinsey on a pro bono basis.

Bari

----- Original Message -----

**From:** Sheryl Sandberg <sheryl@facebook.com>  
**To:** 'Mayor@bookerteam.com' <Mayor@bookerteam.com>; Mattes, Bari; 'deshawn.wright@gmail.com' <deshawn.wright@gmail.com>  
**Cc:** Marna Levine <marna.levine@facebook.com>  
**Sent:** Sat Sep 18 09:54:07 2010  
**Subject:** Immediate capital needs

Cory and Bari,

Wondering what our immediate spending needs are for the next 100 days. I think there are two things -- working capital for expenses and the community outreach.

Can you send me a budget for the next 100 days? Including the original 100k and how that has or will be spent.

Also some details on the community outreach piece too.

Sheryl

Please excuse blackberry-caused typos.



Macklin, Sharon

From: Mattes, Bari  
Sent: Saturday, September 18, 2010 1:07 PM  
To: mayor@bookerteam.com; [REDACTED]  
Subject: FW: Immediate capital needs

In terms of the budget, this is a back of the envelope 3 month budget Mayor and I did several weeks ago. DW, I know that you have spoken to communications firms and probably have more up to date numbers but thought this would be a place to start:

\$75,000 -- development of collateral material and mailings  
\$50,000 -- poll/focus groups  
\$75,000 -- community organizing  
\$75,000 -- consultants (this envisioned BJM and DW)  
\$25,000 -- communications consultant  
\$15,000 -- fundraising expenses  
Total -- \$315,000

We had asked Ackman for \$350,000 to cover any other expenses that arose.

Since doing the above, I think that we need to add some operational expenses (technology, branding, office, etc.) and additional consultant (I would like to keep Patsy on to help for the next few months).

I am working on the assumption that by January 1, this is up and running and there is a Superintendent on board.

DW, if you like, I can come to Newark tomorrow morning to discuss and work this up before I have to be at the airport at about 1. Let me know what works for you. I am happy to drive the non-community engagement part of the budget numbers if you like.

Bari

----- Original Message -----

From: Cory A. Booker [mailto:mayor@bookerteam.com]  
Sent: Sat 9/18/2010 10:18 AM  
To: [REDACTED] Mattes, Bari; [REDACTED]  
Cc: [REDACTED]  
Subject: RE: Immediate capital needs

Sheryl,

I'm so grateful for your email. This is one of our biggest concerns right now as we must be ahead of the game on community organizing by next week.

Bari and DeShawn will finalize our budget and get it to you.

Cory

----- Original Message -----

From: Sheryl Sandberg <sheryl@facebook.com>  
To: Cory A. Booker; 'mattesb@ci.newark.nj.us' <mattesb@ci.newark.nj.us>; 'deshawn.wright@gmail.com' <deshawn.wright@gmail.com>  
Cc: Marne Levine <marne.levine@facebook.com>  
Sent: Sat Sep 18 10:54:07 2010  
Subject: Immediate capital needs

Cory and Bari,

Wondering what our immediate spending needs are for the next 100 days. I think there are two things - working capital for expenses and the community outreach.

Can you send me a budget for the next 100 days? Including the original 100k and how that has or will be spent.

Also some details on the community outreach piece too.

Sheryl

Please excuse blackberry-caused typos.

Macklin, Sharon

From: Mattes, Bari  
Sent: Saturday, September 18, 2010 2:36 PM  
To: Sarah Ross; mayor@bookerteam.com  
Cc: [REDACTED]  
Subject: RE: urgent

Hi, Sarah -- I completely understand what Facebook wants to do and want to find a way to get there quickly. My concerns with NEYDF are two-fold: one is management and administration -- the consumer match account would not solve this as they are still donations to NEYDF that have to be accounted for, reported, etc. We set up a very lean organization -- long on program support and working with our grantees but not set up with the infrastructure to be the type of organization that collects these kind of gifts.

Even more importantly (and compellingly, I think) is that, in my experience, donors (large and small) like to know where their money is going. If I had \$100, I would not begin to think that it could begin to make a difference in a \$250 million initiative and might not even bother to make the donation. It would just seem like money going into a dark hole. If I, for \$100, could fund half of a class trip or a science project, that would jazz me -- and likely would make me return often if I had an extra \$25 to find something else. And, as Mark's money is not going directly in to the classrooms, this is another benefit of creating a Donors Choose-type project.

As you have been working with Donors Choose, you know that \$5 or \$10 matters -- people like and feel that. That won't be the case with NEYDF. That's why I'd like to go with something like Donors Choose -- and Mark can include this towards his match (or not).

-----Original Message-----

From: Sarah Ross [mailto:sarah@katalystfilms.com]  
Sent: Sat 9/18/2010 2:22 PM  
To: Mattes, Bari; mayor@bookerteam.com  
Cc: [REDACTED]  
Subject: RE: urgent

Hi Bari - quick question (not being an expert in New Jersey-based micro-transactions/fundraising) - would the administration of a consumer match be possible by segregating the funds? For example, holding out \$5 million as the "consumer match" account, and working with a third-party (i.e., Kiva or Causes) that specializes in micro-donations to administer the match, etc.? Would segregating the funds help overcome the backend challenges of fund administration?

Just brainstorming here... as Facebook would love a recommendation for engaging real world consumers who want to match Mark's contribution \$5 to \$10 at a time.

Sarah

From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]  
Sent: Saturday, September 18, 2010 11:12 AM  
To: mayor@bookerteam.com; Sarah Ross  
Cc: [REDACTED]  
Subject: Re: urgent

FYI. The McK folks concur that NEYDF is not the right vehicle.

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From: Cory A. Booker <mayor@bookerteam.com>  
To: [REDACTED] > Mattes, Bari  
Cc: [REDACTED]  
Sent: Sat-Sep-18 13:53:47-2010  
Subject: Re: urgent

Yes, I agree Sarah. Let's talk asap.

----- Original Message -----

From: Sarah Ross <sarah@katalystfilms.com>  
To: Mattes, Bari <mattesb@ci.newark.nj.us>; Cory A. Booker  
Cc: DeShawn Wright <deshawn.wright@gmail.com>; matt.klapper@gmail.com <matt.klapper@gmail.com>  
Sent: Sat-Sep-18 14:32:30 2010  
Subject: RE: urgent

Hi guys - I have dropped the Facebook team on this response (Newark team only) ...

Elliot called me this morning. This community donation mechanism is super important to Mark and Facebook - as they believe a large number of people will want to contribute to trigger the match. They believe it's bad positioning for Mark if only higher end donors are able to contribute to the matching funds in large chunks.

While I am not an expert on the tax or legal implications of taking in micro-donations for a New Jersey-based non-profit organization, I do know we have access to a huge community of developers who will work with us to create a transaction solution. It is important we activate this group today - or they will not have enough time to build and test a platform that would be ready for The Oprah Winfrey Show. Solutions include:

- Jack Dorsey and Square - consumer merchant platform (open web)
- Sean Parker and Causes - 130 million member app on Facebook that connects microtransactions (downside - Causes only works on Facebook)
- Reid Hoffman and PayPal - universal payment system (open web)



• Charles Best and DonorsChoose - we could create a Newark-specific donation system, however this may not be big enough. All of the Newark school projects could be funded for \$62,000 (that would fund everything), and those dollars are too small for what Oprah/Zuckerberg/Booker/Christie could raise on Friday

• Dan Rosensweig and Chegg - Chegg is a massive transaction platform that should be able to extend to donations (would require a discrete account on the back end)

• Google - Google payments could work (we would work via Elliot's network)

• Kiva - Kiva is another platform that would work (we would work via Ron Conway and Reid Hoffman's networks)

From my perspective, our best solution here is Jack Dorsey, as his solution is universal and does not require a Facebook log-in to access. Given that Jack invented Twitter, it is a wonderful industry message to see the creator of Facebook and the creator of Twitter working together for Newark (it's the Valley's version of a bipartisan collaboration, etc.).

We are going to need to sync on feedback for Facebook on this point (above) this weekend. Consumer donations is a hot button for them right now.

Sarah

From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]

Sent: Saturday, September 18, 2010 9:57 AM

To: Elliot Schrage; Sheryl Sandberg; Cory A. Booker; [REDACTED]

Cc: DeShawn Wright; Marne Levine; Libby Leffler; Jennifer Holleran; Larry Yu; Randi Zuckerberg; Sarah Ross

Subject: RE: urgent

There is a NJ non-profit corporation established but IRS application is pending completion -- can definitely receive funds. However, we did not envision NEYDF taking in lots of small contributions -- that could be very cumbersome. Instead, what has been discussed is creating something like Donors Choose for Newark only so that people could support this effort directly through projects in the schools. I am sure we can get a web page created but the issue is having the teacher identified projects ready to go. I will discuss on our side on status of this.

-----Original Message-----

From: Elliot Schrage [mailto:elliott@facebook.com]

Sent: Sat 9/18/2010 12:39 PM

To: Sheryl Sandberg; Cory A. Booker; [REDACTED]; Mattes, Bari

Cc: DeShawn Wright; Marne Levine; Libby Leffler; Jennifer Holleran; Larry Yu; Randi Zuckerberg; Sarah Ross

Subject: Re: urgent



I'm adding Randi Z from our side and Sarah R from Cory's team

They are well placed to propose ideas on how we handle the funding logistics - If someone can tell them who should receive the funds (NEYDF or another entity)

We should be able to help here - though I caution that I do NOT want this to be perceived in any way as an attempt to showcase (or require or favor) the use of Facebook to attract donations

On 9/18/10 9:03 AM, "Sheryl Sandberg" <sheryl@facebook.com> wrote:

URGENT - As Jen points out, having the ability for citizens put in funds to help match Mark's money is fantastic. Oprah is the day to do it.

- 1) Is the NEYDF foundation legally established?
- 2) Can we have a website up and running so it can take donations from citizens by Friday?

This could be huge. Bari - can this get done?

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Macklin, Sharon

From: Mattes, Bari  
Sent: Sunday, September 19, 2010 7:46 PM.  
To: [REDACTED]  
Cc: 'mayor@bookerteam.com'; [REDACTED]; Macklin, Sharon  
Subject: Re: TIME SENSITIVE - need coordinated recommendation out to Facebook by 8:00 p.m. TONIGHT

DW, I concur wholeheartedly for a number of reasons:

1. Donors of this size will be much more likely to give where they see tangible connection -- \$50, \$100, etc. in a \$250M fund will strike most as irrelevant and not worth it. They will feel much better if they know they are making a difference.
2. MZ's money is not going in to classrooms -- we will get a lot of local props for doing it this way. Will help with community piece.
3. With \$65,000 of projects in Newark, we can create real excitement about this if these projects get quickly funded. I hope to be pleasantly surprised but I don't think we are looking at millions of dollars here. Mayor's tweets about his re-election efforts netted about \$2000.
4. MZ can decide that this goes against the match -- completely his decision. We would still commit to raise the \$100M as I believe the consumer piece will be relatively immaterial.
5. NEYDF has not been designed to take small gifts. The generation of the receipt is but one part of it. We are not the United Way.

Talk later.

----- Original Message -----

From: DeShawn Wright [REDACTED]  
To: Sarah Ross <sarah@katalystfilms.com>  
Cc: Mattes, Bari; mayor@bookerteam.com <mayor@bookerteam.com>; matt.klapper@gmail.com <matt.klapper@gmail.com>; Macklin, Sharon  
Sent: Sun Sep 19 19:31:43 2010  
Subject: Re: TIME SENSITIVE - need coordinated recommendation out to Facebook by 8:00 p.m. TONIGHT

I like DonorsChoose. It gives donors opportunity to fund something tangible, has built-in response mechanism (notes from kids) and drives resources directly to Newark classrooms through our teachers (a critical group to our efforts). Sends a great early message.

On Sun, Sep 19, 2010 at 6:58 PM, Sarah Ross <sarah@katalystfilms.com> wrote:

- > Works for me. We do need to close this item out tonight -- or we will
- > not have time to execute.

>

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> S

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>  
> From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]  
> Sent: Sunday, September 19, 2010 3:39 PM  
>  
> To: Sarah Ross; mayor@bookerteam.com  
> Cc: [REDACTED] Macklin, Sharon  
> Subject: Re: TIME SENSITIVE - need coordinated recommendation out to  
> Facebook by 8:00 p.m. TONIGHT

>  
>  
>  
>  
> Hey team -- need to move call back to 10:30 pm EST.

>  
>  
> From: Sarah Ross <sarah@katalystfilms.com>  
> To: Mattes, Bari; mayor@bookerteam.com <mayor@bookerteam.com>  
> Cc: deshawn.wright@gmail.com <deshawn.wright@gmail.com>;  
> matt.klapper@gmail.com <matt.klapper@gmail.com>  
> Sent: Sun Sep 19 18:22:01 2010  
> Subject: TIME SENSITIVE - need coordinated recommendation out to  
> Facebook by  
> 8:00 p.m. TONIGHT

> Hi Team Newark:

>  
>  
> We need to have a coordinated recommendation out to Facebook by 8:00 p.m.  
> EST tonight on how Newark will manage the consumer donation channel to  
> trigger Mark's matching funds. This component of the fundraising  
> effort is critical to Facebook, and the Facebook team is expecting a  
> recommendation from us quickly. The deadline on this decision is  
> being driven by the technical team at Square, who are mobilizing to  
> build for us. They are staffing on a 24 hour system (literally  
> round-the-clock) to build a system for Newark, and if they do not  
> begin working tonight -- they will not have enough time to make the system operation for Friday's Oprah appearance.

>  
>  
> I have worked very quickly and diligently this weekend to surface two  
> solutions for evaluation.

>  
>  
> SOLUTION #1 = DonorsChoose

>  
> PROS TO THE DONORSCHOOSE SOLUTION

>  
> DonorsChoose is happy to host a Newark-specific promotion

- > from the DonorsChoose home page, to drive donations into funding
- > Newark classroom projects.
- >
- > • DonorsChoose will build a Newark-specific landing page (with
- > a dedicated URL) to further surface and capture engagement with the
- > Newark classrooms.
- >
- > • DonorsChoose has a scalable platform, and consumer donors
- > receive a direct (and heartwarming) connection to the classroom they
- > are funding – thank you notes from the teacher, students, etc., etc.
- >
- > • DonorsChoose has a large base of teacher users in Newark who
- > could submit hundreds of project requests (such that the bulk of
- > Oprah-inspired donations would go directly to Newark classrooms)
- > \*\*If\*\* Oprah would give a green light to do Newark teacher outreach at
- > least a couple days before the show.

#### > CONS TO THE DONORSCHOOSE SOLUTION

- > • Funds raised would go to DonorsChoose, and would not trigger
- > Mark's match (as I understand the matching system) – as the funds are
- > not hitting the Newark Ed Fund 501 (c)(3) bank account.
- >
- > • Oprah's viewers would have a range of schools to donate to
- > on the DonorsChoose web site – and while money would flow into Newark,
- > it would flow to other schools in need across the country.
- >
- > • There are 35 Newark classroom projects active on
- > DonorsChoose.org at this moment and, to date, 450 classroom projects
- > from Newark teachers have been funded over the last few years.
- >
- > • It would take \$60,000 to fund all of the classroom projects
- > in Newark that are currently open (the scope may be too small for the
- > power of Oprah and Zuckerberg, etc.).

#### > SOUTION #2 = SQUARE + AMAZON

#### > PROS ON THE SQUARE + AMAZON SOLUTION

- > • Jack Dorsey and a group of engineers from Amazon and PayPal
- > will build a dedicated page for Newark on Square (will live under the
- > URL [www.squareup.com/newark](http://www.squareup.com/newark)).
- >
- > • This dedicated page will give consumers the ability to
- > directly contribute to the Newark Ed Fund through two mechanisms.
- >
- > • Consumers can donate ONLINE via Amazon's merchant platform
- > (the world's largest database of credit cards); with an integration of



- > Amazon's "one click" system (so if you have an Amazon account already, you can donate with one click).

>

- > Consumers can donate OFFLINE via Square – volunteers with Square readers can be out in the streets of Newark, in Apple Stores, at Facebook's headquarters – anywhere – taking donations via Square ([www.squareup.com](http://www.squareup.com)).

>

- > All donations can be taken with the full registration system required for tax-exempt notifications, etc.

>

- > The Amazon and Square merchant platforms will be backended by the Newark Ed Fund bank account.

>

- > A data base of all donors will be created.

>

- > The platform is extendable to other uses – it is the basis for the "real time fundraising engine" we have discussed for some time.

>

- > The Newark schools in the DonorsChoose system could be integrated in the Square page with a promotional module that links over to [www.donorschoose.org/](http://www.donorschoose.org/).

>

- > This solution will scale – in the event 10,000,000 people want to donate \$5 a piece (will match Facebook's scale).

>

>

>

- > CONS TO THE SQUARE + AMAZON SOLUTION

>

- > There will be a data base to manage (this probably will require a resource; something that Amazon might be able to help staff).

>

- > We will need legal and policy due diligence around taking in micro-transactions (similar to all political fundraising and charitable fundraising online – but, standard for the web as well).

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- > We are going to need to determine how to move forward tonight – as we need to cover off Facebook and get the team at Square or DonorsChoose working on a build for us. As we technically only have 3 days of technical build time (as we need to allow 24 hours for load testing), work needs to begin tonight.

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>

- > Bari and Cory – I need your input to proceed. My gut is that Facebook will love the Square + Amazon solution – as it's 1) grassroots, 2) will work online as well as offline, and 3) it can scale as big as Facebook (if needed).



> Standing by,

> Sarah

> From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]

> Sent: Saturday, September 18, 2010 1:34 PM

> To: Sarah Ross; mayor@bookerteam.com

> Cc: [REDACTED]

> Subject: RE: urgent

> Fantastic.

> -----Original Message-----

> From: Sarah Ross [mailto:sarah@katalystfilms.com]

> Sent: Sat 9/18/2010 4:25 PM

> To: Mattes, Bari; mayor@bookerteam.com

> Cc: deshawn.wright@gmail.com; matt.klapper@gmail.com

> Subject: Re: urgent

> I just spoke to Charles Best. I think we have a solution that will work.

> Sending a email to Team Newark in just a bit.

> From: Mattes, Bari <mattesb@ci.newark.nj.us>

> To: Sarah Ross; mayor@bookerteam.com <mayor@bookerteam.com>

> Cc: [REDACTED]

> Sent: Sat Sep 18 13:36:08 2010

> Subject: RE: urgent

> Hi, Sarah -- I completely understand what Facebook wants to do and

> want to find a way to get there quickly. My concerns with NEYDF are

> two-fold: one is management and administration -- the consumer match

> account would not solve this as they are still donations to NEYDF

> that have to be accounted for, reported, etc. We set up a very lean

> organization -- long on program support and working with our grantees

> but not set up with the infrastructure to be the type of organization that collects these kind of gifts.

Macklin, Sharon

From: Mattes, Bari  
Sent: Sunday, September 19, 2010 6:30 PM  
To: [REDACTED]; 'mayer@bookerteam.com'  
Cc: [REDACTED]; Macklin, Sharon  
Subject: Re: TIME SENSITIVE - need coordinated recommendation out to Facebook by 8:00 p.m. TONIGHT

Mayor and I are in an event and can't be on a call at 8 pm. Is everyone available at 9:15 EST?

Sharon, can you set a cc for 9:15 and send around a confirmation number? Thanks.

From: Sarah Ross <sarah@katalystfilms.com>  
To: Mattes, Bari; mayer@bookerteam.com <mayer@bookerteam.com>  
Cc: deshawn.wright@gmail.com <deshawn.wright@gmail.com>; matt.klapper@gmail.com <matt.klapper@gmail.com>  
Sent: Sun Sep 19 18:22:01 2010  
Subject: TIME SENSITIVE - need coordinated recommendation out to Facebook by 8:00 p.m. TONIGHT

Hi Team Newark:

We need to have a coordinated recommendation out to Facebook by 8:00 p.m. EST tonight on how Newark will manage the consumer donation channel to trigger Mark's matching funds. This component of the fundraising effort is critical to Facebook, and the Facebook team is expecting a recommendation from us quickly. The deadline on this decision is being driven by the technical team at Square, who are mobilizing to build for us. They are staffing on a 24 hour system (literally round the clock) to build a system for Newark, and if they do not begin working tonight - they will not have enough time to make the system operation for Friday's Oprah appearance.

I have worked very quickly and diligently this weekend to surface two solutions for evaluation.

#### SOLUTION #1 = DonorsChoose

##### PROS TO THE DONORSCHOOSE SOLUTION

- DonorsChoose is happy to host a Newark-specific promotion from the DonorsChoose home page, to drive donations into funding Newark classroom projects.
- DonorsChoose will build a Newark-specific landing page (with a dedicated URL) to further surface and capture engagement with the Newark classrooms.
- DonorsChoose has a scalable platform, and consumer donors receive a direct (and heartwarming) connection to the classroom they are funding - thank you notes from the teacher, students, etc., etc.
- DonorsChoose has a large base of teacher users in Newark who could submit hundreds of project requests (such that the bulk of Oprah-inspired donations would go directly to Newark classrooms) \*\*IF\*\* Oprah would give a green light to do Newark teacher outreach at least a couple days before the show.

##### CONS TO THE DONORSCHOOSE SOLUTION

- Funds raised would go to DonorsChoose, and would not trigger Mark's match (as I understand the matching system) - as the funds are not hitting the Newark Ed Fund 501 (c)(3) bank account.
- Oprah's viewers would have a range of schools to donate to on the DonorsChoose web site - and while money would flow into Newark, it would flow to other schools in need across the country.
- There are 35 Newark classroom projects active on DonorsChoose.org at this moment and, to date, 450 classroom projects from Newark teachers have been funded over the last few years.

- It would take \$60,000 to fund all of the classroom projects in Newark that are currently open (the scope may be too small for the power of Oprah and Zuckerberg, etc.).

#### SOLUTION #2 = SQUARE + AMAZON

##### PROS ON THE SQUARE + AMAZON SOLUTION

- Jack Dorsey and a group of engineers from Amazon and PayPal will build a dedicated page for Newark on Square (will live under the URL [www.squareup.com/newark](http://www.squareup.com/newark)).
- This dedicated page will give consumers the ability to directly contribute to the Newark Ed Fund through two mechanisms.
- Consumers can donate ONLINE via Amazon's merchant platform (the world's largest database of credit cards); with an integration of Amazon's "one click" system (so if you have an Amazon account already, you can donate with one click).
- Consumers can donate OFFLINE via Square — volunteers with Square readers can be out in the streets of Newark, in Apple Stores, at Facebook's headquarters — anywhere — taking donations via Square ([www.squareup.com](http://www.squareup.com)).
- All donations can be taken with the full registration system required for tax exempt notifications, etc.
- The Amazon and Square merchant platforms will be backended by the Newark Ed Fund bank account.
- A data base of all donors will be created.
- The platform is extendable to other uses — it is the basis for the "real time fundraising engine" we have discussed for some time.
- The Newark schools in the DonorsChoose system could be integrated in the Square page with a promotional module that links over to [www.donorschoose.org/](http://www.donorschoose.org/).
- This solution will scale — in the event 10,000,000 people want to donate \$5 a piece (will match Facebook's scale).

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- There will be a data base to manage (this probably will require a resource, something that Amazon might be able to help staff).
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We are going to need to determine how to move forward tonight — as we need to cover off Facebook and get the team at Square or DonorsChoose working on a build for us. As we technically only have 3 days of technical build time (as we need to allow 24 hours for load testing), work needs to begin tonight.

Bari and Cory — I need your input to proceed. My gut is that Facebook will love the Square + Amazon solution — as it's 1) grassroots, 2) will work online as well as offline, and 3) it can scale as big as Facebook (if needed).

Standing by,  
Sarah

From: Mattes, Bari [mailto:[mattesb@ci.newark.nj.us](mailto:mattesb@ci.newark.nj.us)]  
Sent: Saturday, September 18, 2010 1:34 PM  
To: Sarah Ross; [mayor@bookerteam.com](mailto:mayor@bookerteam.com)  
Cc: [deshawn.wright@gmail.com](mailto:deshawn.wright@gmail.com); [matt.klapper@gmail.com](mailto:matt.klapper@gmail.com)  
Subject: RE: urgent

Fantastic.

-----Original Message-----

From: Sarah Ross [mailto:sarah@katalystfilms.com]  
Sent: Sat 9/18/2010 4:25 PM  
To: Mattes, Bari; mayor@bookerteam.com  
Cc: deshawn.wright@gmail.com; matt.klapper@gmail.com  
Subject: Re: urgent

I just spoke to Charles Best. I think we have a solution that will work. Sending a email to Team Newark in just a bit.

From: Mattes, Bari <mattesb@ci.newark.nj.us>  
To: Sarah Ross; mayor@bookerteam.com <mayor@bookerteam.com>  
Cc: [REDACTED]  
Sent: Sat Sep 18 13:36:08 2010  
Subject: RE: urgent

Hi, Sarah -- I completely understand what Facebook wants to do and want to find a way to get there quickly. My concerns with NEYDF are two-fold: one is management and administration -- the consumer match account would not solve this as they are still donations to NEYDF that have to be accounted for, reported, etc. We set up a very lean organization -- long on program support and working with our grantees but not set up with the infrastructure to be the type of organization that collects these kind of gifts.

Even more importantly (and compellingly, I think) is that, in my experience, donors (large and small) like to know where their money is going. If I had \$100, I would not begin to think that it could begin to make a difference in a \$250 million initiative and might not even bother to make the donation. It would just seem like money going into a dark hole. If I, for \$100, could fund half of a class trip or a science project, that would jazz me -- and likely would make me return often. If I had an extra \$25 to find something else. And, as Mark's money is not going directly in to the classrooms, this is another benefit of creating a Donors Choose-type project.

As you have been working with Donors Choose, you know that \$5 or \$10 matters -- people like and feel that. That won't be the case with NEYDF. That's why I'd like to go with something like Donors Choose -- and Mark can include this towards his match (or not).

-----Original Message-----

From: Sarah Ross [mailto:sarah@katalystfilms.com]  
Sent: Sat 9/18/2010 2:22 PM  
To: Mattes, Bari; mayor@bookerteam.com  
Cc: deshawn.wright@gmail.com; matt.klapper@gmail.com  
Subject: RE: urgent

Hi Bari - quick question (not being an expert in New Jersey-based micro-transactions/fundraising) = would the administration of a consumer match be possible by segregating the funds? For example, holding out \$5 million as the "consumer match" account, and working with a third-party (i.e., Kiya or Causes) that specializes in micro-donations to administer the match, etc.? Would segregating the funds help overcome the backend challenges of fund administration?

Just brainstorming here... as Facebook would love a recommendation for engaging real world consumers who want to match Mark's contribution \$5 to \$10 at a time.

Sarah

From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]  
Sent: Saturday, September 18, 2010 11:12 AM  
To: mayor@bookerteam.com; Sarah Ross



Cc: [REDACTED]  
Subject: Re: urgent

FYI. The McK folks concur that NEYDF is not the right vehicle.

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From: Cory A. Booker <mayor@bookerteam.com>  
To: [REDACTED]; Mattes Bari  
Cc: [REDACTED]  
Sent: Sat Sep 18 13:33:47 2010  
Subject: Re: urgent

Yes, I agree Sarah. Let's talk asap.

----- Original Message -----  
From: Sarah Ross <sarah@katalystfilms.com>  
To: Mattes Bari <mattesb@ci.newark.nj.us>; Cory A. Booker  
Cc: DeShawn Wright <deshawn.wright@gmail.com>; matt.klapper@gmail.com <matt.klapper@gmail.com>  
Sent: Sat Sep 18 14:32:30 2010  
Subject: RE: urgent

Hi guys - I have dropped the Facebook team on this response (Newark team only) . . .

Elliot called me this morning. This community donation mechanism is super important to Mark and Facebook - as they believe a large number of people will want to contribute to trigger the match. They believe it's bad positioning for Mark if only higher end donors are able to contribute to the matching funds in large chunks.

While I am not an expert on the tax or legal implications of taking in micro-donations for a New Jersey-based non-profit organization, I do know we have access to a huge community of developers who will work with us to create a transaction solution. It is important we activate this group today - or they will not have enough time to build and test a platform that would be ready for The Oprah Winfrey Show. Solutions include:

- Jack Dorsey and Square - consumer merchant platform (open web)
- Sean Parker and Causes - 130 million member app on Facebook that connects microtransactions (downside - Causes only works on Facebook)
- Reid Hoffman and PayPal - universal payment system (open web)
- Charles Best and DonorsChoose - we could create a Newark-specific donation system, however this may not be big enough. All of the Newark school projects could be funded for \$62,000 (that would fund everything), and those dollars are too small for what Oprah/Zuckerberg/Booker/Christie could raise on Friday
- Dan Rosensweig and Chegg - Chegg is a massive transaction platform that should be able to extend to donations (would require a discrete account on the back end)
- Google - Google payments could work (we would work via Elliot's network)
- Kiva - Kiva is another platform that would work (we would work via Ron Conway and Reid Hoffman's networks)

From my perspective, our best solution here is Jack Dorsey, as his solution is universal and does not require a Facebook log-in to access. Given that Jack invented Twitter, it is a wonderful industry message to see the creator of Facebook and the creator of Twitter working together for Newark (it's the Valley's version of a bipartisan collaboration, etc.).

We are going to need to sync on feedback for Facebook on this point (above) this weekend. Consumer donations is a hot button for them right now.

Sarah

From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]  
Sent: Saturday, September 18, 2010 9:57 AM  
To: Elliot Schrage; Sheryl Sandberg; Cory A. Booker; [REDACTED]  
Cc: DeShawn Wright; Marne Levine; Libby Leffler; Jennifer Holleran; Larry Yu; Randi Zuckerberg; Sarah Ross  
Subject: RE: urgent

There is a NJ non-profit corporation established but IRS application is pending completion -- can definitely receive funds. However, we did not envision NEYDF taking in lots of small contributions -- that could be very cumbersome. Instead, what has been discussed is creating something like Donors Choose for Newark only so that people could support this effort directly through projects in the schools. I am sure we can get a web page created but the issue is having the teacher identified projects ready to go. I will discuss on our side on status of this.

-----Original Message-----

From: Elliot Schrage [mailto:elliott@facebook.com]  
Sent: Sat 9/18/2010 12:39 PM  
To: Sheryl Sandberg; Cory A. Booker; Ronald Piervincenzi@McKinsey.com; Mattes, Bari  
Cc: DeShawn Wright; Marne Levine; Libby Leffler; Jennifer Holleran; Larry Yu; Randi Zuckerberg; Sarah Ross  
Subject: Re: urgent

I'm adding Randi Z from our side and Sarah R from Cory's team

They are well placed to propose ideas on how we handle the funding logistics - if someone can tell them who should receive the funds (NEYDF or another entity)

We should be able to help here - though I caution that I do NOT want this to be perceived in any way as an attempt to showcase (or require or favor) the use of Facebook to attract donations

On 9/18/10 9:03 AM, "Sheryl Sandberg" <sheryl@facebook.com> wrote:

URGENT - As Jen points out, having the ability for citizens put in funds to help match Mark's money is fantastic. Oprah is the day to do it.

- 1) Is the NEYDF foundation legally established?
- 2) Can we have a website up and running so it can take donations from citizens by Friday?

This could be huge. Bari - can this get done?

The City of Newark e-mail system is for business purposes only. This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to which they are addressed. This communication may contain material protected by the attorney-client privilege. If you are not the intended recipient or the person responsible for delivering the e-mail to the intended recipient, be advised that you have received this e-mail in error and that any use, dissemination, forwarding, printing, or copying of this e-mail is strictly prohibited. If you received this email in error, please notify the sender immediately by reply e-mail and destroy all copies of the original mail.

**Macklin, Sharon**

**From:** Mattes, Bari  
**Sent:** Sunday, September 19, 2010 6:54 AM  
**To:** mayor@bookerteam.com; [REDACTED]; Matt Klapper  
( [REDACTED] )  
**Subject:** FW: Proposed Revisions to press release  
**Attachments:** AnnouncementDraft-9-17pm.doc  
**Importance:** High

Not sure who is collecting our thoughts on this but here are a few comments:

1. Name of fund is Newark Education and Youth Development Fund 2. Fund's goal is to not solely to attract contributions to match MZ's funds. Its mission is to create a national, replicable model for educational and developmental success by achieving systemic reform in Newark that results in demonstrable high achievement for all youth -- to achieve its mission, it will need to match MZ's support and raise additional funds. Obviously, need to shorten that but think it needs to be made clear that it is not solely a fundraising initiative.

-----Original Message-----

**From:** Elliot Schrage [mailto:elliott@facebook.com]  
**Sent:** Sun 9/19/2010 2:12 AM  
**To:** Larry Yu; De'Shawn Wright; Macklin, Sharon; Sarah Ross; Matt Klapper  
**Cc:** Kathleen Loughlin; Jonny Thaw; Caryn Marooney; Amy Swanson; Rebecca Hahn; Kate O'Neill; Mattes, Bari; Jen Hölleran; Sheryl Sandberg; Cory A. Booker  
**Subject:** Proposed Revisions to press release

With Sheryl's encouragement, my team took the liberty of proposing a substantially revised press release to:

- reorganize to highlight the actions of the Governor and Mayor (since this is your announcement)
- clarify the commitments being made by each party. (note that I've put much of this language in brackets since the details are obviously up to you).
- highlight the objectives of the initiative with greater specificity
- employ language that national polling suggests resonates well with a mass audience, without alienating potential adversaries.

We've limited our comments on the quotes from the Governor and Mayor, since these obviously are designed to be in their own voices - we're happy to offer suggestions here as well if you'd like.

Our goal is to better explain objectives and avoid hot-button words if we can, and use more personal, less abstract, language to emphasize the potential benefits-- success for students, rewards for teachers, improvements to schools, etc.

Of course this is a draft, and we welcome your comments and suggestions.

thanks



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Macklin, Sharon

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From: Mattes, Bari  
Sent: Sunday, September 19, 2010 1:16 PM  
To: [REDACTED]; 'Peter.Cunningham@ed.gov'  
Cc: 'mayor@bookerteam.com'; [REDACTED]  
Subject: Re: email intros

Elliot, thanks for the e-troduction. Peter, a pleasure to meet you virtually. Our team will look forward to connecting with you shortly as we all prepare for this amazing announcement. Can we get additional contact info from you -- office and cell numbers?

Thanks all.

Bari

---

From: Elliot Schrage <elliott@facebook.com>  
To: Cunningham, Peter <Peter.Cunningham@ed.gov>  
Cc: Cory A. Booker <mayor@bookerteam.com>; DeShawn Wright <deshawn.wright@gmail.com>; Mattes, Bari; Larry Yu <lyu@facebook.com>; Sheryl Sandberg <sheryl@facebook.com>  
Sent: Sun Sep 19 13:07:17 2010  
Subject: email intros

Peter is the communications chief for Arne Duncan and has some excellent ideas about how you all might want to position the announcement and reach out to the unions. He's also indicated that we should be able to get strong words of support from Arne both on the Oprah show (where he is set to participate by satellite) and in NY on Monday (when he will announce the administration's teacher initiative). He's also offered to pass along the names of folks at the White House who are preparing the President for his comments Monday morning, so that we might get some favorable mention from him in his remarks.

Peter, DeShawn and Bari are Cory's brain trust for this project and, with Cory, would be grateful for suggestions or advice.

Thanks to all

Elliot

Macklin, Sharon

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From: Mattes, Bari  
Sent: Sunday, September 19, 2010 5:52 PM  
To: Sheryl Sandberg; Mark Zuckerberg; cbooker@bookerteam.com; [REDACTED] mayor@bookerteam.com  
Cc: Elliot Schrage; Marne Levine; Libby Leffler  
Subject: RE: New Jersey Education project

Sheryl, who best for Mayor to reach out to? Just let me know (and how to contact) and will make it happen tomorrow.

Bari

PS. Reminder to see emails to him at [mayor@bookerteam.com](mailto:mayor@bookerteam.com). Thanks.

-----Original Message-----

From: Sheryl Sandberg [mailto:[sheryl@facebook.com](mailto:sheryl@facebook.com)]  
Sent: Sun 9/19/2010 5:16 PM  
To: Mark Zuckerberg; cbooker@bookerteam.com; Mattes, Bari; deshawn.wright@gmail.com; holleraneducation@gmail.com  
Cc: Elliot Schrage; Marne Levine; Libby Leffler  
Subject: RE: New Jersey Education project

Next steps:

- \* Jen to work with Vicki to try to get:
  - 1) pledge up to higher numbers
  - 2) permission to announce his pledge
  - 3) good quote from him supporting effort

\* Cory - if you can reach out to them too, that will help.

-----Original Message-----

From: Mark Zuckerberg  
Sent: Sunday, September 19, 2010 10:23 AM  
To: cbooker@bookerteam.com; mattesb@ci.newark.nj.us; deshawn.wright@gmail.com; Sheryl Sandberg; holleraneducation@gmail.com  
Subject: FW: New Jersey Education project

Here's my latest thread with Gates following up on our phone conversation.

I've anchored that they should do \$10-15m and he mentioned \$3-5m on the phone and is now saying \$3m here.

Jen is in touch with Vicki, but I'm sure you or someone else could reach out to Gates directly to work on the exact number.

---

From: [REDACTED]

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Sent: Sunday, September 19, 2010 10:05 AM

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: New Jersey Education project

[REDACTED]

---

From: Bill Gates [REDACTED]

Sent: Friday, September 17, 2010 10:18 AM

To: Mark Zuckerberg

Cc: Vicki Phillips

Subject: New Jersey Education project

[REDACTED]



**Macklin, Sharon**

---

**From:** Mattes, Bari  
**Sent:** Monday, September 20, 2010 3:45 AM  
**To:** [REDACTED]; 'Patsy Glazer'; Beth Yingling  
**Cc:** [REDACTED]; Rivas-Pichardo, Ana  
**Subject:** NYEDF

Good morning all. An issue has arisen that I need your help with on an expedited basis this morning. Our matching donor and his team believe that Friday's announcement will trigger a national movement and want individuals to be able to make contributions of any size to NEYDF to go towards his match.

I would like to discuss the practical, organizational and legal implications of this asap as they have a team ready to build the technology platform for this so it is up by Friday.

Please let me know if you are able to participate in a call at 11 a.m. Ana will circulate a dial-in number.

As always, thank you for your help.

Bari

Macklin, Sharon

---

From: Mattes, Bari  
Sent: Wednesday, September 22, 2010 8:44 AM  
To: 'mayor@bookerteam.com'  
Subject: Re: idea from ray chambers - raise the first \$1 million from newark community

I will let you speak to this but I think that commitment is way too small and I wouldn't bother. It will get lost in the announcement particularly if including Doerr gift and maybe Ackman. Maybe better to announce Sat if we decide to do at all. \$1 M as a collective gift over 5 years is just too insignificant for this group.

---

From: Sarah Ross <sarah@katalystfilms.com>  
To: Cory A. Booker <mayor@bookerteam.com>; matt.klapper@gmail.com <matt.klapper@gmail.com>; Mattes, Bari  
Sent: Wed Sep 22 08:31:19 2010  
Subject: Idea from ray chambers - raise the first \$1 million from newark community

Hi guys:

I just received an interesting call from Ray Chambers office.

Ray is standing by to help pull together the first \$1 million to trigger a match -- from the Newark community = MCJ, Prudential Foundation, etc., etc.

Potentially, this money could be committed before the Oprah Winfrey Show, to demonstrated Newark's leadership in raising the first \$1 million for the match -- so Newark is demonstrating early leadership in the matching process, etc.

Ray and team are motivated to help pull this together, if this idea is on strategy, etc. from a Newark perspective.

Wendy McWeeney from Ray's office called me on this -- this morning.

sarah

**Macklin, Sharon**

---

**From:** Mattes, Bari  
**Sent:** Sunday, September 19, 2010 5:49 PM  
**To:** Sheryl Sandberg; Cory A. Booker  
**Cc:** Libby Leffler; Marne Levine  
**Subject:** RE: donor list

Got it.

~~-----Original Message-----~~

**From:** Sheryl Sandberg [mailto:sheryl@facebook.com]  
**Sent:** Sun 9/19/2010 5:43 PM  
**To:** Mattes, Bari; Cory A. Booker  
**Cc:** Libby Leffler; Marne Levine  
**Subject:** donor list

To add to list we are tracking:

Jeff Skoll - I am following up. No idea if it will happen.

Ray Chambers - playing phone tag with him

Macklin, Sharon

---

From: Sheryl Sandberg <sheryl@facebook.com>  
Sent: Wednesday, September 22, 2010 11:11 AM  
To: Mattes, Bari  
Subject: Re: Introductions....

Yes. We think the announcement will be monday, not friday.

Please excuse blackberry-caused typos:

---

From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]  
Sent: Wednesday, September 22, 2010 05:34 AM  
To: Sheryl Sandberg  
Subject: Re: Introductions....

Wanted to confirm that I can let Ackman folks know about Doerr -- when I saw them yesterday they asked if there were others who might be announced on Fri. May help get them to yes!

---

From: Sheryl Sandberg <sheryl@facebook.com>  
To: Mattes, Bari; 'Mayor@bookerteam.com' <Mayor@bookerteam.com>  
Sent: Wed Sep 22 08:55:17 2010  
Subject: Re: Introductions....

Perfect

Please excuse blackberry-caused typos:

---

From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]  
Sent: Wednesday, September 22, 2010 05:40 AM  
To: Sheryl Sandberg; mayor@bookerteam.com <mayor@bookerteam.com>  
Subject: Re: Introductions....

The plan is to have a one on one with Bill so he feels special from 10:30-11 (which is all he has timewise) and then bring a group of funders (or those on the cusp) together at 11:15-12:15 in Bill's conference room -- inviting 6-7. David is one -- left a message for Jenn yesterday and have not heard back. Of course, feel free to reiterate invite! Thus far, Boykin Curry is confirmed to join -- waiting on others.

I thought I would arrange for coffee, fruit, that kind of thing as a bit early for lunch -- but if you would prefer lunch, can do that.

---

From: Sheryl Sandberg <sheryl@facebook.com>  
To: Mattes, Bari; 'Mayor@bookerteam.com' <Mayor@bookerteam.com>  
Sent: Wed Sep 22 08:31:10 2010  
Subject: Fw: Introductions....



Fyi

Ok if I invite david to our mtg with bill on monday morning?

I believe we are doing this meeting but not a lunch. Is that correct?

Please excuse blackberry-caused typos.

From: David Einhorn [mailto: [REDACTED]]  
Sent: Wednesday, September 22, 2010 12:52 AM  
To: 'William A. Ackman' <[REDACTED]>; Sheryl Sandberg  
Subject: Introductions...

with all the love in the world, I hereby introduce the two of you. I'd love to be a fly on the wall when you meet (If it is in NY, I'd love to buy the two of you lunch... just to listen).

I think you two will really get a kick out of each other.

de

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**Macklin, Sharon**

---

**From:** Mattes, Bari  
**Sent:** Monday, September 13, 2010 10:22 AM  
**To:** Sheryl Sandberg  
**Cc:** mayor@bookerteam.com  
**Subject:** As discussed  
**Attachments:** Final Discussion 2010 Sept\_NEYDF\_.pdf; August 2010 NEYDF Op Model.pdf

Good morning, Sheryl. As you discussed with Mayor this morning, I am attaching the Newark Education and Youth Development Fund Discussion Document that was prepared in concert with McKinsey – this was sent to Ted and Elliot last week. I am also attaching the more detailed Operating Plan also prepared with McKinsey which has not previously been sent to Ted and Elliot. The spreadsheet will be sent under separate cover.

I will look forward to speaking at 3 pm PST – I know that your time is limited but think the agenda is focused. There seem to be a number of different conversations/meetings that need to occur – legal, McKinsey, etc. I am sure that following our call, we can get them set in very short order.

Thanks, Sheryl.

Bari

**Macklin, Sharon**

---

**From:** Mattes, Bari  
**Sent:** Tuesday, September 14, 2010 5:20 AM  
**To:** Sheryl Sandberg  
**Cc:** mayor@bookerteam.com  
**Subject:** RE: NEYDF Action Plan

Thanks, Sheryl.

As an update on Broad, per latest conversation yesterday afternoon, we know that he is very interested in the Fund and is particularly interested in superintendent so will get back with him post-Sept 24.

On Oprah, ask has been made with no response either way -- so this means no or that, as Gayle King said, she loves a surprise -- if no surprise, she will come off the list I fear.

Thanks for help with Doerr -- let me know if you need me to send anything to them.

Thanks much.

Bari

-----Original Message-----

**From:** Sheryl Sandberg [mailto:sheryl@facebook.com]  
**Sent:** Tue 9/14/2010 12:23 AM  
**To:** Mattes, Bari  
**Cc:** mayor@bookerteam.com  
**Subject:** RE: NEYDF Action Plan

This is a great list.

Thoughts:

- Mark is following up with Gates this week.
- I will call David Einhorn this week (my cousin)
- Mark is scheduling dinner with Broad. You should still pursue as never know when that will happen.
- AMAZING if Oprah will donate herself. Will she?
- I am following up with John Doerr/ New Schools Venture Fund.

**From:** Mattes, Bari [mailto:mattessb@ci.newark.nj.us]  
**Sent:** Monday, September 13, 2010 10:58 AM

To: Sheryl Sandberg  
Cc: mayor@bookerteam.com  
Subject: NEYDF Action Plan

Hello, Sheryl - as promised, attached is the confidential NEYDF action plan that Mayor and I have been working from. Would, of course, welcome your thoughts - perhaps we add this to our list of meetings/conversations to schedule.

Bari

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Macklin, Sharon

From: Mattes, Bari  
Sent: Tuesday, September 14, 2010 8:58 AM  
To: [REDACTED]  
Cc: 'mayor@bookerteam.com'  
Subject: Re: NEYDF Action Plan

The Broad folks were very interested in knowing who the Superintendent is going to be.

Bill Ackman of Pershing Square put up the initial \$100k to get us going (and this is a good start) and we are hopeful that he will act quickly either on his decision to commit to the Fund (we think his number is \$25M and we are presenting to his board next Thursday) and will put up his first \$5M right away or else we can some additional money from him to get this piece going (as well as to fund the operating expenses). He gets it.

GDF is not doing this -- sorry. If there was confusion somewhere along the way. There a few firms who do this piece well and we are getting proposals. The organizing involves focus groups, polling and grass roots on the street activism, mailings, etc. Will get you more detail on budget but we agree that this is the most critical piece right now. They have done it brilliantly up in Harlem.

From: Sheryl Sandberg <sheryl@facebook.com>  
To: Mattes, Bari  
Cc: mayor@bookerteam.com <mayor@bookerteam.com>  
Sent: Tue Sep 14 08:48:08 2010  
Subject: RE: NEYDF Action Plan

What do you mean by superintendant?

On fundraising, I think the priority is getting someone on board before the announcement to pay for the community awareness piece. This piece is so critical. Can you tell me:

- Who the possible donors are for this and the plan to reach out to them?
- More details on why it costs so much to do the community organizing? (for example, in one deck I saw the children's defense fund listed as a possibility to do this? Maybe I misread. But I worked there and as far as I know, they don't do this at all)

From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]  
Sent: Tuesday, September 14, 2010 2:20 AM  
To: Sheryl Sandberg  
Cc: mayor@bookerteam.com  
Subject: RE: NEYDF Action Plan

Thanks, Sheryl.

As an update on Broad, per latest conversation yesterday afternoon, we know that he is very interested in the Fund and is particularly interested in superintendent so will get back with him post Sept 24.

On Oprah, ask has been made with no response either way -- so this means no or that, as Gayle King said, she loves a surprise -- if no surprise, she will come off the list I fear.

Thanks for help with Doerr -- let me know if you need me to send anything to them.

Thanks much.



Bari

-----Original Message-----

From: Sheryl Sandberg [mailto:sheryl@facebook.com]  
Sent: Tue 9/14/2010 12:23 AM  
To: Mattes, Bari  
Cc: mayor@bookerteam.com  
Subject: RE: NEYDF Action Plan

This is a great list.

Thoughts:

- Mark is following up with Gates this week.
- I will call David Einhorn this week (my cousin)
- Mark is scheduling dinner with Broad. You should still pursue as never know when that will happen.
- AMAZING if Oprah will donate herself. Will she?
- I am following up with John Doerr/ New Schools Venture Fund.

From: Mattes, Bari [mailto:mattestb@ci.newark.nj.us]  
Sent: Monday, September 13, 2010 10:58 AM  
To: Sheryl Sandberg  
Cc: mayor@bookerteam.com  
Subject: NEYDF Action Plan

Hello, Sheryl - as promised, attached is the confidential NEYDF action plan that Mayor and I have been working from. Would, of course, welcome your thoughts - perhaps we add this to our list of meetings/conversations to schedule.

Bari

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Macklin, Sharon

From: Mattes, Bari  
Sent: Saturday, September 18, 2010 12:57 PM  
To: Elliot Schrage; Sheryl Sandberg; Cory A. Booker; [REDACTED]  
Cc: De'Shawn Wright; Marne Levine; Libby Leffler; Jennifer Holleran; Larry Yu; Randi Zuckerberg; Sarah Ross  
Subject: RE: urgent

There is a NJ non-profit corporation established but IRS application is pending completion -- can definitely receive funds. However, we did not envision NEYDF taking in lots of small contributions -- that could be very cumbersome. Instead, what has been discussed is creating something like Donors Choose for Newark only so that people could support this effort directly through projects in the schools. I am sure we can get a web page created but the issue is having the teacher identified projects ready to go. I will discuss on our side on status of this.

-----Original Message-----

From: Elliot Schrage [mailto:elliott@facebook.com]  
Sent: Sat 9/18/2010 12:39 PM  
To: Sheryl Sandberg; Cory A. Booker; Ronald\_Piervincenzi@McKinsey.com; Mattes, Bari  
Cc: De'Shawn Wright; Marne Levine; Libby Leffler; Jennifer Holleran; Larry Yu; Randi Zuckerberg; Sarah Ross  
Subject: Re: urgent

I'm adding Randi Z from our side and Sarah R from Cory's team

They are well placed to propose ideas on how we handle the funding logistics - if someone can tell them who should receive the funds (NEYDF or another entity)

We should be able to help here - though I caution that I do NOT want this to be perceived in any way as an attempt to showcase (or require or favor) the use of Facebook to attract donations

On 9/18/10 9:03 AM, "Sheryl Sandberg" <sheryl@facebook.com> wrote:

URGENT - As Jen points out, having the ability for citizens put in funds to help match Mark's money is fantastic. Oprah is the day to do it.

- 1) Is the NEYDF foundation legally established?
- 2) Can we have a website up and running so it can take donations from citizens by Friday?

This could be huge. Bari - can this get done?

Macklin, Sharon

---

From: Sheryl Sandberg <sheryl@facebook.com>  
Sent: Wednesday, September 22, 2010 8:55 AM  
To: Mattes, Bari; 'Mayor@bookerteam.com'  
Subject: Re: Introductions....

Perfect

Please excuse blackberry-caused typos.

---

From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]  
Sent: Wednesday, September 22, 2010 05:40 AM  
To: Sheryl Sandberg; mayor@bookerteam.com <mayor@bookerteam.com>  
Subject: Re: Introductions....

The plan is to have a one on one with Bill so he feels special from 10:30-11 (which is all he has timewise) and then bring a group of funders (or those on the cusp) together at 11:15-12:15 in Bill's conference room -- inviting 6-7. David is one -- left a message for Jenn yesterday and have not heard back. Of course, feel free to reiterate invite! Thus far, Boykin Curry is confirmed to join -- waiting on others.

I thought I would arrange for coffee, fruit, that kind of thing as a bit early for lunch -- but if you would prefer lunch, can do that.

---

From: Sheryl Sandberg <sheryl@facebook.com>  
To: Mattes, Bari; 'Mayor@bookerteam.com'; <Mayor@bookerteam.com>  
Sent: Wed Sep 22 08:31:10 2010  
Subject: Fw: Introductions....

Fyi

Ok if I invite david to our mtg with bill on monday morning?

I believe we are doing this meeting but not a lunch. Is that correct?

Please excuse blackberry-caused typos.

---

From: David Einhorn [mailto: ]  
Sent: Wednesday, September 22, 2010 12:52 AM  
To: 'William A. Ackman' < >; Sheryl Sandberg  
Subject: Introductions....

with all the love in the world, I hereby introduce the two of you. I'd love to be a fly on the wall when you meet (If it is in NY, I'd love to buy the two of you lunch....just to listen).

I think you two will really get a kick out of each other.

de

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Macklin, Sharon

---

From: Mattes, Bari  
Sent: Wednesday, September 22, 2010 8:41 AM  
To: [REDACTED]; 'mayor@bookerteam.com'  
Subject: Re: Introductions....

The plan is to have a one on one with Bill so he feels special from 10:30-11 (which is all he has timewise) and then bring a group of funders (or those on the cusp) together at 11:15-12:15 in Bill's conference room -- inviting 6-7. David is one -- left a message for Jenn yesterday and have not heard back. Of course, feel free to reiterate invite! Thus far, Boykin Curry is confirmed to join -- waiting on others.

I thought I would arrange for coffee, fruit, that kind of thing as a bit early for lunch -- but if you would prefer lunch, can do that.

---

From: Sheryl Sandberg <sheryl@facebook.com>  
To: Mattes, Bari; 'Mayor@bookerteam.com' <Mayor@bookerteam.com>  
Sent: Wed Sep 22 08:31:10 2010  
Subject: Fw: Introductions....

Fyi

Ok if I invite David to our mtg with bill on monday morning?

I believe we are doing this meeting but not a lunch. Is that correct?

Please excuse blackberry-caused typos.

---

From: David Einhorn [mailto:[REDACTED]]  
Sent: Wednesday, September 22, 2010 12:52 AM  
To: 'William A. Ackman' [mailto:[REDACTED]]; Sheryl Sandberg  
Subject: Introductions....

with all the love in the world, I hereby introduce the two of you. I'd love to be a fly on the wall when you meet (if it is in NY, I'd love to buy the two of you lunch... just to listen).

I think you two will really get a kick out of each other.

de



Macklin, Sharon

---

From: Sheryl Sandberg <sheryl@facebook.com>  
Sent: Wednesday, September 22, 2010 8:31 AM  
To: Mattes, Bari; Mayor@bookerteam.com  
Subject: Fw: Introductions...

Fyi

Ok if I invite david to our mtg with bill on monday morning?

I believe we are doing this meeting but not a lunch. Is that correct?

Please excuse blackberry-caused typos.

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From: David Einhorn [mailto: [REDACTED]]  
Sent: Wednesday, September 22, 2010 12:52 AM  
To: 'William A. Ackman' <[REDACTED]>; Sheryl Sandberg  
Subject: Introductions...

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I think you two will really let a kick out of each other.

da

>  
> Even more importantly (and compellingly, I think) is that, in my  
> experience, donors (large and small) like to know where their money is  
> going. If I had \$100, I would not begin to think that it could begin  
> to make a difference in a \$250 million initiative and might not even  
> bother to make the donation. It would just seem like money going into  
> a dark hole. If I, for \$100, could fund half of a class trip or a  
> science project, that would jazz me -- and likely would make me return  
> often if I had an extra \$25 to find something else. And, as Mark's  
> money is not going directly in to the classrooms, this is another benefit of creating a Donors Choose-type project.  
>  
> As you have been working with Donors Choose, you know that \$5 or \$10  
> matters  
> -- people like and feel that. That won't be the case with NEYDF.  
> That's why I'd like to go with something like Donors Choose -- and  
> Mark can include this towards his match (or not).

> -----Original Message-----

> From: Sarah Ross [mailto:sarah@katalystfilms.com]  
> Sent: Sat 9/18/2010 2:22 PM  
> To: Mattes, Bari; mayor@bookerteam.com  
> Cc: deshawn.wright@gmail.com; matt.klapper@gmail.com  
> Subject: RE: urgent

>  
> Hi Bari -- quick question (not being an expert in New Jersey-based  
> micro-transactions/fundraising) -- would the administration of a  
> consumer match be possible by segregating the funds? For example,  
> holding out \$5 million as the "consumer match" account, and working  
> with a third-party (i.e., Kiva or Causes) that specializes in  
> micro-donations to administer the match; etc? Would segregating the  
> funds help overcome the backend challenges of fund administration?

>  
> Just brainstorming here ... as Facebook would love a recommendation  
> for engaging real world consumers who want to match Mark's  
> contribution \$5 to  
> \$10 at a time.

> Sarah

>  
>  
> From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]  
> Sent: Saturday, September 18, 2010 11:12 AM  
> To: mayor@bookerteam.com; Sarah Ross  
> Cc: [REDACTED]  
> Subject: Re: urgent

>  
 >  
 > FYI. The McK folks concur that NEYDF is not the right vehicle.  
 >  
 >  
 >  
 >  
 >  
 > From: Cory A. Booker <mayor@bookerteam.com>  
 > To: [REDACTED]; Mattes, Bari  
 > Cc: [REDACTED]  
 >  
 > Sent: Sat Sep 18 13:53:47 2010  
 > Subject: Re: urgent  
 >  
 > Yes, I agree Sarah. Let's talk asap.  
 >  
 > ----- Original Message -----  
 > From: Sarah Ross <sarah@katalystfilms.com>  
 > To: Mattes, Bari <mattesb@ci.newark.nj.us>; Cory A. Booker  
 > Cc: DeShawn Wright <deshawn.wright@gmail.com>; matt.klapper@gmail.com  
 > <matt.klapper@gmail.com>  
 > Sent: Sat Sep 18 14:32:30 2010  
 > Subject: RE: urgent  
 >  
 > Hi guys - I have dropped the Facebook team on this response (Newark  
 > team  
 > only). ...  
 >  
 >  
 >  
 > Elliot called me this morning. This community donation mechanism is  
 > super important to Mark and Facebook - as they believe a large number  
 > of people will want to contribute to trigger the match. They believe  
 > it's bad positioning for Mark if only higher end donors are able to  
 > contribute to the matching funds in large chunks.  
 >  
 >  
 >  
 > While I am not an expert on the tax or legal implications of taking in  
 > micro-donations for a New Jersey-based non-profit organization, I do  
 > know we have access to a huge community of developers who will work  
 > with us to create a transaction solution. It is important we activate  
 > this group today  
 > - or they will not have enough time to build and test a platform that  
 > would be ready for The Oprah Winfrey Show. Solutions include:  
 >  
 >  
 >  
 > Jack Dorsey and Square - consumer merchant platform (open  
 > web).  
 >

- > Sean Parker and Causes - 130 million member app on Facebook
- > that connects microtransactions (downside - Causes only works on
- > Facebook)
- >
- > Reid Hoffman and PayPal - universal payment system (open
- > web)
- >
- > Charles Best and DonorsChoose - we could create a
- > Newark-specific donation system, however this may not be big enough.
- > All of the Newark school projects could be funded for \$62,000 (that
- > would fund everything), and those dollars are too small for what
- > Oprah/Zuckerberg/Booker/Christie could raise on Friday
- >
- > Dan Rosensweig and Chegg - Chegg is a massive transaction
- > platform that should be able to extend to donations (would require a
- > discrete account on the back end)
- >
- > Google - Google payments could work (we would work via
- > Elliot's
- > network)
- >
- > Kiva - Kiva is another platform that would work (we would
- > work via Ron Conway and Reid Hoffman's networks)
- >
- >
- > From my perspective, our best solution here is Jack Dorsey, as his
- > solution is universal and does not require a Facebook log-in to
- > access. Given that Jack invented Twitter, it is a wonderful industry
- > message to see the creator of Facebook and the creator of Twitter
- > working together for Newark (it's the Valley's version of a bipartisan collaboration, etc.).
- >
- >
- >
- > We are going to need to sync on feedback for Facebook on this point
- > (above) this weekend. Consumer donations is a hot button for them right now.
- >
- >
- >
- > Sarah
- >
- >
- >
- > From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]
- > Sent: Saturday, September 18, 2010 9:57 AM
- > To: Elliot Schrage; Sheryl Sandberg; Cory A. Booker;
- > [REDACTED]
- > Cc: DeShawn Wright; Marne Levine; Libby Leffler; Jennifer Holleran;
- > Larry Yu; Randi Zuckerberg; Sarah Ross
- > Subject: RE: urgent

>  
>  
>

- > There is a NJ non-profit corporation established but IRS application
- > is pending completion -- can definitely receive funds. However, we
- > did not envision NEYDF taking in lots of small contributions -- that
- > could be very cumbersome. Instead, what has been discussed is
- > creating something like Donors Choose for Newark only so that people
- > could support this effort directly through projects in the schools. I
- > am sure we can get a web page created but the issue is having the
- > teacher identified projects ready to go. I will discuss on our side on status of this.

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- > To: Sheryl Sandberg; Cory A. Booker; Ronald Piervincenzi@McKinsey.com;
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- > Cc: DeShawn Wright; Marne Levine; Libby Leffler; Jennifer Holleran;
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- > if someone can tell them who should receive the funds (NEYDF or
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- > entity).

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- > or favor) the use of Facebook to attract donations

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>

>

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>

>

>

>

- > URGENT - As Jan points out, having the ability for citizens
- > put in funds to help match Mark's money is fantastic. Oprah is the day to do it.

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This could be huge. Bari - can this get done?



- A A A A A A A A A A A A A A A A A A A

**Macklin, Sharon**

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**From:** Sarah Ross <sarah@katalystfilms.com>  
**Sent:** Friday, September 24, 2010 8:51 PM  
**To:** Sarah Ross; Cameron, Esmeralda; deshawn.wright@gmail.com;  
matt.klapper@gmail.com; Torres, Anne; Matthew Donnally; Cory Booker; Mattes, Bari  
**Subject:** FW: Donation EOD Coverage Report  
**Importance:** High

Coverage report (below).

---

**From:** Victoria Cassidy [REDACTED]  
**Sent:** Friday, September 24, 2010 4:47 PM  
**To:** [REDACTED]  
**Cc:** Facebook  
**Subject:** Donation EOD Coverage Report

Hi all,

There are over 100 articles today, bringing the total to over 250 about the donation news, with more consumer press like Entertainment Weekly and People writing. Coverage is mostly now recapping the Oprah segment, highlighting Mark's quotes on the movie and education and describing the first look in to his modest life while continuing to note he wanted the donation to be anonymous.

Some stories cited that Twitter's co-founder Jack Dorsey's start-up, Square set up a website for people to donate and that Jack gave a \$5,000 donation to Newark schools with his American Express card. Overall the coverage and tone is generally positive -- reflecting that though the donation could be seen as trying to thwart a negative image of Mark from the movie, it doesn't matter and this is a really commendable donation.

The video of Oprah on Vimeo has seen more than 2,000 views in 5 hours.

We'll continue to track and send a report Sunday evening with the latest coverage.

Best,  
Victoria

**Article Index**

Number of articles: 102 today, total of 263  
September 24, 2010 PM

**Associated Press: Newark mayor's crime-fighting led to \$100M gift**  
By Geoff Mulvihill

<http://www.google.com/hostednews/ap/article/ALeqM5g6jEn0B3qQL6dXO9upCeyt1GvOQD9IEGNK00>

**The Atlantic: What Are Your Favorite Social Media Sites Worth?**

By Nicholas Jackson

<http://www.theatlantic.com/technology/archive/2010/09/what-are-your-favorite-social-media-sites-worth/63481/>

**Bloomberg: Booker's \$100 Million Facebook Gift Won't End 'Tough Time' for Newark**



Chris Cerf <cdcerf@gmail.com>

## PRE-READ Materials and Agenda: Foundation for Newark's Future Board meeting - Tomorrow

2 messages

Mon, Jun 27, 2011 at 5:56 PM

Paul Bernstein <bernstein@persq.com>  
To: "Cory A. Booker" <@bookerteam.com> <@bookerteam.com>, "Chris Cerf" <@gmail.com>  
<@gmail.com> <@gmail.com>, "Gaglioli, Enrico [Sec Div]" <enrico.gaglioli@gs.com>  
<enrico.gaglioli@gs.com>, "WTilson@T2PartnersLLC.com" <WTilson@t2partnersllc.com>,  
<@gmail.com> <@gmail.com> <@gmail.com>, "Jen Holleran"  
<jen@startupeducation.org> <jen@startupeducation.org>, Paul Bernstein <bernstein@persq.com>  
<@gmail.com> <@gmail.com> <@gmail.com>, "Yingling, Beth (BYingling@McCarter.com)"  
<BYingling@mcarter.com> <@gmail.com> <kuelli@startupeducation.org> <kuelli@startupeducation.org>,  
"Macklin, Sharon (macklins@ci.newark.nj.us)" <macklins@ci.newark.nj.us>, "Patsy Glazer"  
<@gmail.com> <@gmail.com>, "Karisnyc" <@gmail.com>, "Leona,"  
Helene (helene.leona@doe.state.nj.us) <helene.leona@doe.state.nj.us>, "Bray, Rebecca [Sec Div]"  
(Rebecca.Bray@gs.com) <Rebecca.Bray@gs.com>, Helena Tunner <tunner@persq.com>

Dear FNF Board,

In advance of tomorrow's FNF Board Meeting, please find enclosed the agenda and budget materials that will be discussed during the meeting. We will provide printouts of all the materials at the meeting.

Time: 1:00pm - 3:00pm

Location: McCarter & English Office, Haring Conference Room  
100 Mulberry Street  
Four Gateway Center, Newark

Dial-In: 888-566-7813

Passcode: 12717

Kind regards,

Paul

Paul Bernstein

[http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as\\_has=%22Foundation%20...](http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as_has=%22Foundation%20...) 8/1/2011

SPC OPRA

0058



Chief Executive Officer

The Pershing Square Foundation

888 Seventh Avenue, 42nd Floor

New York, NY 10019

Email: [bernstein@persq.com](mailto:bernstein@persq.com)

Work: +1-212-813-3700

Mobile: +1-917-287-2731

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6 attachments

 FINAL AGENDA 6 28 2011.doc  
23K

 2011\_0525\_Minutes for FNF Board of Trustees mtg.docx  
103K

 FOUNDATION FOR NEWARK'S FUTURE, INC\_9110 THROUGH 52011 NEW CONTRIBUTOR  
SUMMARY.XLSX  
17K

 P&L-06202011.pdf  
10K

 FOUNDATION FOR NEWARK'S FUTURE, INC\_BREAK DOWN OF PAYEES.XLSX  
16K

 FNF Operating Budget June 1-final.xls  
35K

Mon, Jun 27, 2011 at 6:11 PM

cdcerf@gmail.com <cdcerf@gmail.com>  
Reply-To: cdcerf@gmail.com  
To: Paul Bernstein <bernstein@persq.com>  
Cc: Helene Leona <helene.leona@doe.state.nj.us>

Paul,

Looking forward to seeing you tmrw around 3:15. I won't be attending the earlier board meeting. (Also, please

[http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as\\_has=%22Foundation%20...](http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as_has=%22Foundation%20...) 8/1/2011

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0059

note that I am not on the FNF board.). Thanks.

Chris

Sent from my Verizon Wireless BlackBerry

From: Paul Bernstein <bernstein@persq.com>  
Sender: Helena Tunner <tunner@persq.com>  
Date: Mon, 27 Jun 2011 12:41:41 -0000  
To: C. A. Booker <booker@bookerteam.com> <bookerteam.com>; ChrisCart <chriscart@gmail.com>  
<chriscart@gmail.com>; Gaglioti, Enrico (Sec Div) <enrico.gaglioti@gs.com> <enric  
<enric.gaglioti@gs.com>; Wilson @ T2PartnersLLC.com <WTilson@T2PartnersLLC.com>;  
<enric.gaglioti@gmail.com> <enric.gaglioti@gmail.com>; JenHolleran  
<jen@startupeducation.org> <jen@startupeducation.org>; PaulBernstein <bernstein@persq.com>  
Cc: Lella Jerusalem <lella.jerusalem@gmail.com> <lella.jerusalem@gmail.com>; Yingling, Beth (BYingling@McCarter.com) <  
BYingling@McCarter.com>; Kuelli George <kuelli@startupeducation.org> <kuelli@startupeducation.org>;  
Macklin, Sharon <macklins@ol.newark.nj.us> <macklins@ol.newark.nj.us>; Patsy Glazer  
<patsyglazer@gmail.com> <patsyglazer@gmail.com>; Karishvc <karishvc@gmail.com> <karishvc@gmail.com>; Leona,  
Helene <helene.leona@doe.state.nj.us> <helene.leona@doe.state.nj.us>; Bray, Rebecca (Sec Div)  
<Rebecca.Bray@gs.com> <Rebecca.Bray@gs.com>; Helena Tunner <tunner@persq.com>  
Subject: PRE-READ Materials and Agenda: Foundation for Newark's Future Board meeting - Tomorrow  
(Quoted text hidden)





Chris Cerf <c[REDACTED]@gmail.com>

## Re: NPS Transition support team update

2 messages

Thu, Jun 23, 2011 at 9:22 AM

Jen Holleran <jen@startupeducation.org>  
To: Cynthia Vance <c[REDACTED]@gmail.com>, "Bajaj, Rajeev" <[REDACTED]@gmail.com>  
Cc: "Cory A. Booker" <[REDACTED]@bookerteam.com>, Paul Bernstein <bernstein@persq.com>, Greg Taylor <ggt@wkkf.org>, Cami Anderson <cami@startupeducation.org>, Jarrad Toussant <jarrad@startupeducation.org>, Ned Levy <nlevy@startupeducation.org>, Kuelli George <kuelli@startupeducation.org>, All Avera <all@startupeducation.org>, Chris Cerf <c[REDACTED]@gmail.com>

Cynthia and Rajeev -

I second all that Chris said - thanks to you for your incredible work, amazing fact finding and analysis, strategic thinking and the hard work to line up many possible powerful actions for Cami to choose to take or not to.

We really appreciate the incredible management task it was, as well, as you kept all of the work streams moving in individual but aligned ways.

Thanks for all of your insight, expertise and vast contributions. NPS and the whole effort are at a very different place because of your work!

Jen

On Wed, Jun 22, 2011 at 6:30 PM, Chris Cerf <c[REDACTED]@gmail.com> wrote:  
You guys are absolutely amazing. The world may never know or appreciate what you accomplished between last December and the transition to Cami. I know we have a few stripes on our back from the press and even some elements of the community. Without any exaggeration, however, this effort saved the district from complete meltdown, enabled an orderly transition to Cami's amazing leadership, and avoided a "lost year" in the reform effort. You should be extremely, extremely proud, and I am forever grateful.

Best,

Chris

On Wed, Jun 22, 2011 at 3:36 PM, Cynthia Vance <c[REDACTED]@gmail.com> wrote:

### Transition support project team update

June 22, 2011

We hope this note finds everyone well.

We wanted to take a moment to provide a brief update on the transition team work and status now that Cami is in place as the strong, effective and

[http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as\\_has=FNF&as\\_hasnot=do...](http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as_has=FNF&as_hasnot=do...) 8/1/2011

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empowered leader we have all been waiting to start!

It has been an exciting few weeks with so many steps to strengthen NPS for the 2011-12 school year being refined, finalized and activated. NPS is on track to achieve the project's goals of "not losing a year" and enabling the new superintendent to hit the ground running. This reflects hard work and unique collaboration by the State, City, FNF and other funders and NPS staff.

### **Transition Support Team Focus**

Over the past month we have briefed Cami, particularly in the areas where critical, immediate decisions were needed for the 2011-12 school year, and focused the team on informing those decisions and on high quality execution. Despite the short time frame, NPS is taking bold steps toward more effective teachers and principal control over their staff (aka "mutual consent"), higher quality school options for students --new NPS schools and charter schools leasing space, stronger school leaders, earlier and higher quality teacher recruitment, rigorous innovation to model expanded learning time and successful school opening.

We expect that in July, Cami and her senior team can turn some attention to longer term planning and strategic priorities. We are scheduling several blocks of time to share the fact base and discuss our findings, options and recommendations in the areas of accountability, special education and struggling learners (with DMC), financial reengineering, portfolio evolution (with Bridgespan), data quality, parent engagement and talent management system improvements. We intend these briefings to support development of the plan going forward and envision one or more working sessions for synthesis and supporting that goal, as helpful.

### **Transition Support Team Structure and Deployment**

As the work transitions to the next phase, the transition team in its current configuration is disbanding and ongoing support is emerging in three



key buckets of work:

**Bucket 1: Superintendent On-boarding:** This includes supporting Cami's critical near term needs including interim chief of staff (All) overseeing communications, executive staffing, executive management, priority setting/calendar and decision support, tapping multiple project team's input as needed.

**Bucket 2: Embedded Operational Priorities:** These projects have capable project leaders and defined scope. Execution is underway and the work needs to report to Cami for timely and aligned decisions. Major workstreams are talent, especially principal and teacher recruitment and selection activities and the mutual consent initiative, successful school opening, new schools launch and school colocations execution, especially establishing protocols and relationships at the building level.

**Bucket 3: Strategic projects:** These projects remain in the diagnostic and incubation stage pending briefings with, and decisions by, Cami as to what she wants to activate. We envision some of these projects becoming embedded operational priorities (bucket 2) once an owner and implementation parameters are set.

We are available to support and provide any context necessary, but will play a less formal connective tissue or oversight role as Cami and her leadership team snap into place. If we can be helpful structuring and scoping NPS' forward plan and any next phase projects, we are happy to do so.

Most project team members are excited to continue working at NPS in either a project or staff role, should that fit with Cami's overall staffing plan. In addition the team's work has engaged many NPS staff members in ways that have built capacity, especially for cross-functional problem solving (a new skill for NPS).

**Funds**

Grants funds supporting June through September support have been allocated back to Greg/FNF for any proposed new scope. We have managed resources well under proposed budget with the goal of ensuring every dollar spent was serving only critical priorities. With the June through September budget, there is enough funding to support all the currently defined work without any new allocation of funds. The larger ticket next phase items (e.g. due diligence audit, root and branch financial analysis/reengineering, special education recommendations implementation) may require additional funds/grants, although some could be at least partially supported within the existing grant.

Several items FNF may want to review at the June 28 meeting include: Mutual consent, Expanded Learning Time pilot, the Strategic Resource Review scope and service provider, the Due Diligence audit and New Schools.

The attached document summarizes the current team structure and work as well as updates the team's outcomes over the past few months.

It has been an incredible, non-linear, immensely humbling and rewarding experience for us to support you all in this work and we are very hopeful that the efforts of our team will and have had meaningful impact for Newark children next year and beyond.

All best,

Rajeev & Cynthia

Jen Holleran

[http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as\\_has=FNF&as\\_hasnot=do...](http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as_has=FNF&as_hasnot=do...) 8/1/2011

SPC OPRA 0064



Executive Director  
Startup: Education  
[jen@startupeducation.org](mailto:jen@startupeducation.org)  
c. (617) 646-7652

Fri, Jun 24, 2011 at 3:29 PM

Cami Anderson <[camlanderson@gmail.com](mailto:camlanderson@gmail.com)>  
To: Jen Holleran <[jen@startupeducation.org](mailto:jen@startupeducation.org)>  
Cc: Cynthia Vance <[cynthia.vance@gmail.com](mailto:cynthia.vance@gmail.com)>, "Bajaj, Rajeev" <[rajeev.bajaj@gmail.com](mailto:rajeev.bajaj@gmail.com)>, "Cory A. Booker" <[cbooker@bookerteam.com](mailto:cbooker@bookerteam.com)>, Paul Bernstein <[pbernstein@persq.com](mailto:pbernstein@persq.com)>, Greg Taylor <[ggt@wkkf.org](mailto:ggt@wkkf.org)>, Jarrod Toussant <[jarrod.toussant@gmail.com](mailto:jarrod.toussant@gmail.com)>, Ned Levy <[ned.levy@gmail.com](mailto:ned.levy@gmail.com)>, Kuelli George <[kuelli@startupeducation.org](mailto:kuelli@startupeducation.org)>, Ali Avara <[ali.avara@gmail.com](mailto:ali.avara@gmail.com)>, Chris Cerf <[chris.cerf@gmail.com](mailto:chris.cerf@gmail.com)>

Yikes - somehow this email got lost in my inbox.

Let me add to the loud chorus of thank-yous: A VERY LOUD THANK YOU - smile. From moral support to great thinking to operational assistance - quite simply - my entry to NPS would have dramatically different if it were not for the two of you and your team. To a person, I have found all of you to be mission-driven, committed, open, competent, and incredibly dedicated. Thank you 1000 times over.

By early July, I will have a clear sense of who is staying on, doing, what, and how (e.g., continuing on at NPS, moving on, or serving in a consulting capacity to NPS from a different entity).

In the meantime, I am going to send dates for a celebratory beverage. I am big on marking important milestones.

[Quoted text hidden]



From: Cory A. Booker [mailto:corbooker@bookerteam.com]  
Sent: Wednesday, June 08, 2011 10:37 AM  
To: glaylor@bookerteam.com; camlanderson@bookerteam.com; cdcert@bookerteam.com  
Cc: sharonmack07@yahoo.com; jarrad.foussant@bookerteam.com  
Subject:

Cami, Chris and Greg,

I can't tell you all how excited I am to - with your arrival - start a new educational era in Newark.

It is so critical, especially in the coming months leading into September that our four leadership roles are working in sync (not the 90s group Chris) in the most optimal way possible. We have great challenges and opportunities before us and our leadership quartet can ensure that all challenges are met and opportunities seized.

To that end, I want to start working on a schedule of regular meetings - I am suggesting in the beginning we meet as close to once a week as possible.

Sharon on my team (copied here along with Jarrad) will lead in schedule coordination. Chris, she knows the drill with you. But Cami and Greg, if you can instruct Sharon how best (or who best) to pin down dates between now and September.

Thanks, please let me know any other thoughts or input regarding this.

Cory

[http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as\\_has=%22Foundation%20...](http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as_has=%22Foundation%20...) 8/1/2011



Chris Cerf <[REDACTED]@gmail.com>

## Information about announcement of Greg Taylor's appointment to FNF

1 message

Mon, May 9, 2011 at 10:44 AM

Paul Bernstein <bernstein@persq.com>  
To: "Gaglioti, Enrico (Sec Div)" <enrico.gaglioti@gs.com>, Jen Holleran <jen@startupeducation.org>, "Vickinson@12PartnersLLC.com" <VWilson@12partnersllc.com>, "Chris Cerf ([REDACTED]@gmail.com)" <[REDACTED]@gmail.com>, "Cory A. Booker" <[REDACTED]@bookerteam.com>, "Or. Jared Toussant" <[REDACTED]@gmail.com>, Ned Levy <[REDACTED]@gmail.com>, Cody Evans <[REDACTED]@gmail.com>, "Macklin, Sharon" <macklin@cl.newark.nj.us>, Kuelli George <kuelli@startupeducation.org>, "Cami Anderson ([REDACTED]@gmail.com)" <[REDACTED]@gmail.com>, "Greg Taylor ([REDACTED]@wkff.org)" <ggt@wkff.org>, Helena Tunner <htunner@persq.com>, David Nachtweih <D.Nachtweih@skdnick.com>, Bradley Tusk <btusk@tuskstrategies.com>, Bari Mattes <[REDACTED]@bookerteam.com>

Dear FNF board

Please find attached the final draft press release announcing Greg's appointment to FNF -- prepared by Dave Nachtweih.

With the Superintendent announcement behind us (and many congratulations to Cami and all managing it for the positive messaging), we plan to release this early this week. This is subject to any last minute changes depending on the daily coverage re Cami and other issues.

The aim is for a 'factual' statement of what is happening, in part to be ahead of the rumor mill that will soon translate into a leaked story about Greg if we are not ahead. The risk is that the story is spun as "Secretive FNF hires an outsider" if we are not seen to be transparent.

In making this announcement, however, we will be frustrating anyone clamoring to talk to Greg before he starts on June 13. We (and Kellogg if they are approached) will have to be clear that Greg is not available in the interim, and he looks forward to connecting with the community and press once he's on board. There is some downside to that, but we believe that is a price worth paying.

Please let me know if you have any questions or comments.

Paul

[http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as\\_has=FNF&as\\_hasnot=do...](http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as_has=FNF&as_hasnot=do...) 8/1/2011

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Paul Bernstein

Chief Executive Officer

The Pershing Square Foundation

888 Seventh Avenue, 42nd Floor

New York, NY 10019

Email: [bernstein@persq.com](mailto:bernstein@persq.com)

Work: +1-212-813-3700

Mobile: +1-917-287-2731



FNF\_President-CEO\_Release.5.6.docx  
19K





Chris Cerf <[REDACTED]@gmail.com>

## Re: Funding for New Schools

3 messages

Mon, Mar 28, 2011 at 1:49 PM

Jen Holleran <jen@startupeducation.org>

To: shavar.jeffries@[REDACTED]

Cc: Chris Cerf <[REDACTED]@gmail.com>, "Cory A. Booker" <[REDACTED]@bookerteam.com>, Jarrad Toussant <[REDACTED]@gmail.com>, Kuell George <kuelli@startupeducation.org>

Thanks Shavar.

We definitely agree that some of Startup Education's grant will be well used to help launch the new school models.

In fact, through Foundation for Newark's Future (FNF), we as a board just last week made grants for the intensive "planning/startup phase" leading up to July 1 for the five schools that applied - Bard, HMI/Sakla Gunn, YouthBuild/Newark Leadership Academy, STEAM and Bridges and we also invited them to apply for additional startup grant funding for the first year(s) as there is usually a gap in funding before they get to scale. We expect to get these requests within a few weeks.

We are also encouraging the schools to approach other foundations/donors to try to build their funding base, and it is clear that there is a gap that NPS is funding as well, so ultimately money is coming from several sources. We researched how other cities have done funding for launching new schools, and it is usually through a mixed model like this of some external funding and some district funding as the schools get up to scale and can be self sustaining.

As point for all of this work, Dan Gohl has the most information on the balance of all of this.

I am happy to talk more about this, and Jarrad has also been part of helping get the new schools going.

Best, Jen

On Sun, Mar 27, 2011 at 2:32 PM, <shavar.jeffries@[REDACTED]> wrote:  
Jen and Kuell,

I hope all is well. I'd love to catch up soon. I'd also love to find a time as soon as possible to discuss whether some of the Zuckerberg grant may be used to fund some of the new high school programs. These sort of innovations seem to be the kind contemplated for the funds, as these programs are small and could use start-up incubation funding until they reach scale. The use of external funding to support incubating new innovations also makes sense given the large deficit the district faces, which makes it harder to small-school innovations that aren't financially self-supporting. Would love to discuss this soon, even by phone.

Best, Shavar

Sent via BlackBerry from T-Mobile

Jen Holleran  
Executive Director  
Startup Education  
jen@startupeducation.org  
c. (817) 845-7652

[http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as\\_has=%22Foundation%20...](http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as_has=%22Foundation%20...) 8/1/2011

SPC OPRA

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Mon, Mar 28, 2011 at 2:06 PM

Shavar Jeffries <shavar.jeffries@startupeducation.org>  
To: Jen Holleran <jen@startupeducation.org>  
Cc: Chris Cerf <ccerf@gmail.com>, "Cory A. Booker" <cbooker@bookerteam.com>, Jarrad Toussant <jarrad.toussant@gmail.com>, Kuelli George <kuelli@startupeducation.org>

Are these funds that we can bank at this point so as to reduce the number of layoffs? And can we also get a commit to fund the actual operation of the programs, which would also reduce layoffs? The district's budget currently incorporates funds for these schools, because they are not self-supporting until they reach scale. Small programs such as these are easier to justify in the pre-scale period to the degree external funding is used to get them up and running. Some are opposing launching these schools for these reasons, and this sort of scaling-up incubation seems like a perfect use of the external funds. As I understand it, the district is investing a couple million to jump-start these programs, and it would be helpful to save teachers to the degree foundation funds can help bridge the gap.

Related set of questions I have is what is the decision-making process for the expenditure of Startup and FNF funds? This remains a black hole to me, and thus I suspect everyone. I'd like to know how funding decisions are being made, who's at the table when they're being made, and how all of this is tied into district decision-making and planning.

I appreciate any insight you can provide on these questions.

Best, Shavar  
[Quoted text hidden]

Tue, Mar 29, 2011 at 2:10 PM

Jen Holleran <jen@startupeducation.org>  
To: Shavar Jeffries <shavar.jeffries@startupeducation.org>  
Cc: Chris Cerf <ccerf@gmail.com>, "Cory A. Booker" <cbooker@bookerteam.com>, Jarrad Toussant <jarrad.toussant@gmail.com>, Kuelli George <kuelli@startupeducation.org>

Shavar-

I think Valerie Wilson and/or Dan Gohl can answer the new schools budgeting questions better than I can as they have been involved in all of the different pieces of it and we have focused on the amount requested of FNF, and as I wrote, my understanding is that there are parts projected to be funded by philanthropy and parts by the district as is usually the case with new schools before they reach scale. They have the numbers for the projections for the district budget.

In terms of the way funding is proceeding, Startup Education is working as much through FNF as possible. I'll try to get you more info on that process soon.

Jen  
[Quoted text hidden]



Gmail - (no subject)



Chris Cerf &lt;[REDACTED]@gmail.com&gt;

(no subject)

5 messages

Wed, Mar 16, 2011 at 10:10 PM

Cory A. Booker <[REDACTED]@bookerteam.com>  
 To: Chris Cerf <[REDACTED]@gmail.com>, Jarrad Toussant <[REDACTED]@gmail.com>  
 Cc: sharonmack07@[REDACTED]

Chris,

I don't know if it is possible but it would be very helpful if you could come for part of our Fund For Newark's Future board meeting on Friday. Jarrad and Sharon will get you times, place etc. I hope it works out that you can attend. Sorry for the short notice.

Cory

Wed, Mar 16, 2011 at 10:13 PM

Chris Cerf <[REDACTED]@gmail.com>  
 To: "Cory A. Booker" <[REDACTED]@bookerteam.com>  
 Cc: Jarrad Toussant <[REDACTED]@gmail.com>, sharonmack07@[REDACTED]

Would love to but can't. Giving an hour long address (on what I haven't figured out yet) at Monmouth St. University Friday at 10. I do feel I could contribute to the discussion in a helpful way, but unfortunately can't switch things at this late moment. Any chance of rescheduling the meeting?  
 Quoted text hidden

Wed, Mar 16, 2011 at 10:17 PM

Cory A. Booker <[REDACTED]@bookerteam.com>  
 To: Chris Cerf <[REDACTED]@gmail.com>  
 Cc: Jarrad Toussant <[REDACTED]@gmail.com>, sharonmack07@[REDACTED], Paul Bernstein <bernstein@persq.com>

I think we will move ahead with the meeting Chris but I think it would be very productive to schedule a time where you can meet with the board. We need to work on getting our bold outcome measures done and work with the board in discussing what are the major investments we see for the future. You have invaluable experience and ideas in the potential teacher's contract investment, technology investment, and other investments that paid extraordinary dividends in New York and beyond. We can have a good conversation on Friday but I personally feel you are necessary in helping us as a board move forward and achieve our ambitious goals.

From: Chris Cerf [mailto:cerf@cert.org]  
Sent: Wednesday, March 16, 2011 10:14 PM  
To: Cory A. Booker  
Cc: Jarrad Toussant; sharonmack07@gmail.com  
Subject: Re:

[Quoted text hidden]

Chris Cerf

cerf@cert.org <cerf@cert.org>  
Reply-To: cerf@cert.org  
To: Cory Booker <cbooker@bookerteam.com>

Wed, Mar 16, 2011 at 10:22 PM

Got it. Will do. Just have Sharon work with Helene to sked asap. I'll let her know this is a priority.

Sent from my Verizon Wireless BlackBerry

From: "Cory A. Booker" <cbooker@bookerteam.com>  
Date: Wed, 16 Mar 2011 22:17:56 -0400  
To: Chris Cerf <cerf@cert.org>  
Cc: Jarrad Toussant <jarrad@persq.com>; <sharonmack07@yahoo.com>; Paul Bernstein <bernstein@persq.com>  
Subject: RE:  
[Quoted text hidden]

Paul Bernstein <bernstein@persq.com>  
To: cbooker@bookerteam.com, cerf@cert.org  
Cc: jarrad@persq.com, sharonmack07@yahoo.com, jarrad.toussant@persq.com  
Jarrad Toussant

Wed, Mar 16, 2011 at 10:57 PM

Chris

I agree with Cory.

I see Friday as the start of a conversation that we look forward to continuing with you.

I keep telling people that the most effective moment of this program for me so far was seeing you and Cory working together, so I look forward to that continuing!

We're working on a date for the next FNF board meeting, and I asked my assistant to make sure we factor in your availability.

Paul

Paul Bernstein  
Chief Executive Officer  
The Pershing Square Foundation  
Ph: +1-212-813-3700

From: Cory A. Booker <cbooker@bookerteam.com>  
To: Chris Cerf <cerf@cert.org>  
Cc: Jarrad Toussant <jarrad@persq.com>; sharonmack07@yahoo.com  
<sharonmack07@yahoo.com>; Paul Bernstein  
Sent: Wed Mar 16 22:17:56 2011  
Subject: RE:

[http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as\\_has=FNF&as\\_hasnot=do...](http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as_has=FNF&as_hasnot=do...) 8/1/2011

Gmail - (no subject)

Page 3 of 3

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SPC OPRA

0073



Paul Bernstein <bernstein@persq.com>

Sat, Apr 30, 2011 at 1:09 AM

To: Christie Cunningham <[REDACTED]@gmail.com>, Jen Hölleran <jen@startupeducation.org>, Kuelli  
George <kuelli@startupeducation.org>, DiBiase, Rebecca Wolf <rdibiase@broadfoundation.org>  
ndabby@broadfoundation.org, enrico.gaglioti@gs.com, "Bae, Prisca" <Prisca.Bae@gs.com> <[REDACTED]@gmail.com>  
[REDACTED]@bookerteam.com, [REDACTED]@gmail.com, Ned Levy <[REDACTED]@gmail.com>, Chris Cerf  
Wilson@2partnersllc.com, Jarrod Loussant  
Cc: Cynthia Vance <[REDACTED]@gmail.com>, Rajeev Bajaj <[REDACTED]@gmail.com>

Thanks to you all for this great update.

It would be helpful if you could share with the FNF board any landscaping/national evidence in the innovation area, as well as your briefings on Special Ed. If we can have preliminary conversations about what the evidence shows will work most effectively, later decisions to implement will be much easier (and quicker).

[http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as\\_has=FNF&as\\_hasnot=do...](http://mail.google.com/mail/?ui=2&ik=1c9e02b50a&view=pt&as_has=FNF&as_hasnot=do...) 8/1/2011



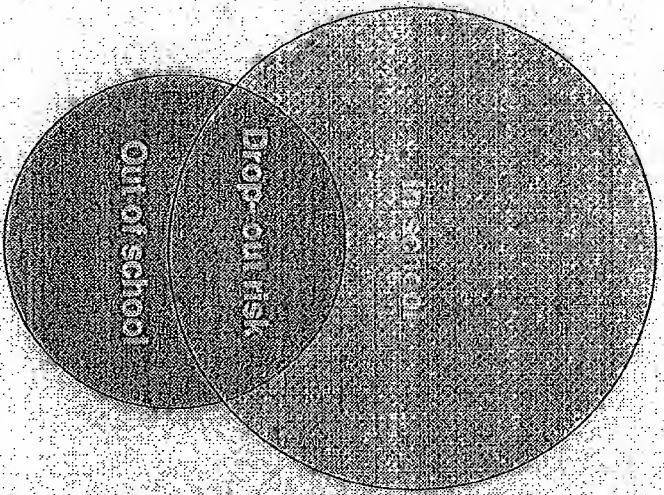
# NEYDF: Discussion Document

Newark Education & Youth Dev't  
September 2010



# Newark youth face significant challenges

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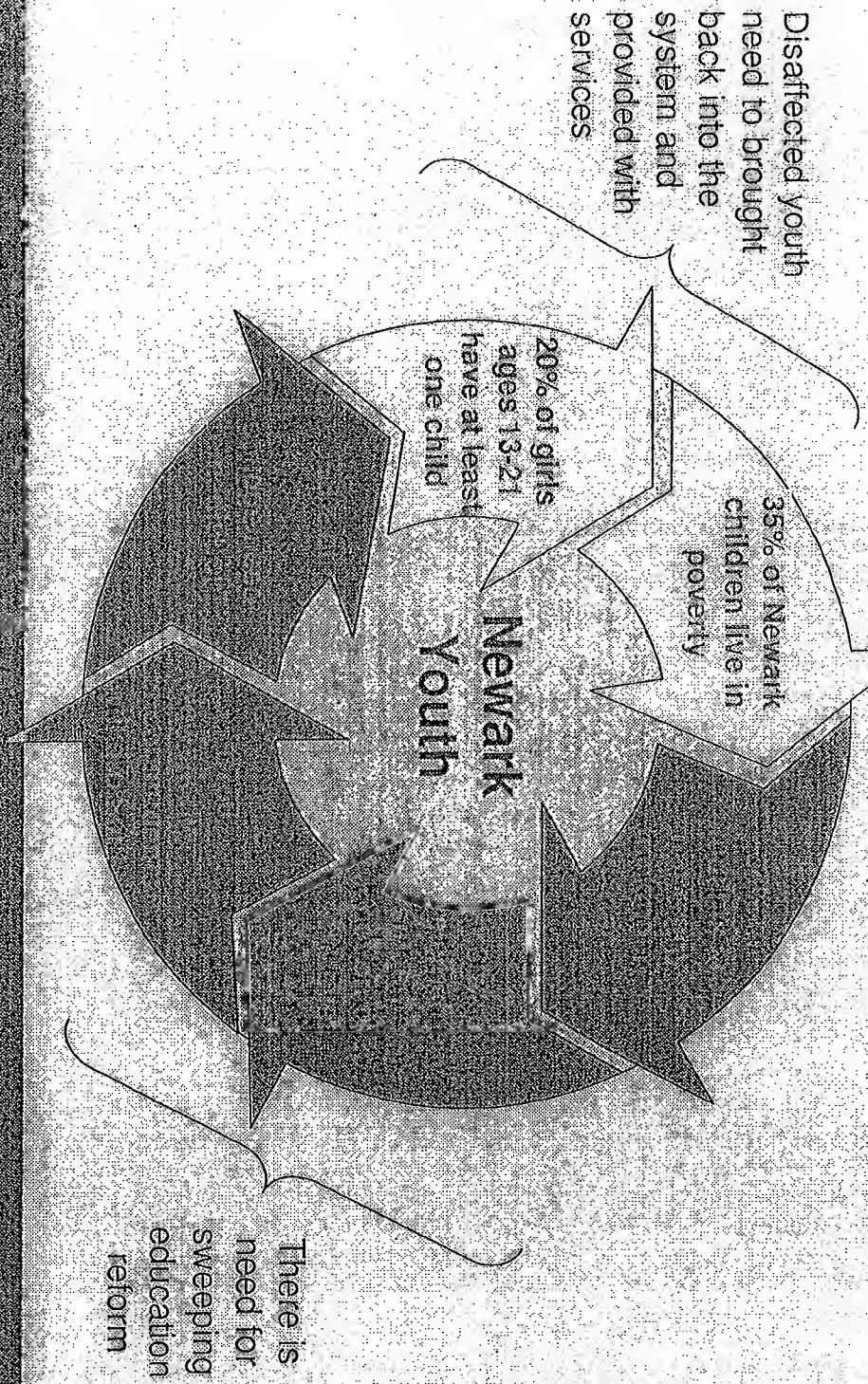


<b>In school</b>	<ul style="list-style-type: none"> <li>• Of the top-10 largest New Jersey school districts, Newark has the worst graduation rate, at 54% and this is widely considered to be inflated</li> <li>• Only 38% of students are prepared for high school</li> </ul>
<b>Drop out risk</b>	<ul style="list-style-type: none"> <li>• 21% of all elementary school children are absent 18 days or more each year, rising each year to 46% of 11th graders</li> <li>• 70% of teenage mothers drop out of school and 13% of all births in Newark are to mothers age 15-19</li> </ul>
<b>Out of school</b>	<ul style="list-style-type: none"> <li>• ~30% of all youth 16-21 are unemployed</li> <li>• 71% of youth aged 18 to 24 are not enrolled in school, at the secondary or post-secondary level</li> </ul>

These problems are not unique in the nation but are particularly severe in Newark

# Breaking the cycle of these challenges requires focused attention and support

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Based on an estimate from Essex County College



# We must act now: improved education outcomes are critical for our children and our city

- **Increased earnings** – Education pays, significantly increasing employment and earnings at all attainment levels. Those with a high school diploma earned 39% more than those who did not graduate from high school. These individual benefits multiply over a lifetime, and are particularly pronounced across racial groups
- **Increased social mobility** – Educational attainment also facilitates social mobility, especially for children from the poorest families. 62% of children from lowest income bracket who became college graduates will escape poverty compared to 32% of children from same bracket without college degrees
- **Reduced probability of incarceration** – Male high school dropouts are incarcerated at nearly 5-8 times the rate of male high school or college graduates. Prison is on average ~2.5 times more expensive than K-12 education – The average spending per year on K-12 is ~10K, while average year of prison is ~25K
- **Increased quality of life and lifespan** – College graduates are nearly half as likely to be obese and a third less likely to smoke than those with less than a high school education; a high school graduate lives on average 6-9 years longer than a high school dropout
- **Collective societal benefits.** A more highly-educated workforce benefits all wage earners. And benefits extend across economic and civic areas, reducing public burden and improving civic participation (e.g., volunteerism).
- **GDP growth.** More notably, the current gaps in US K-12 education achievement – versus other countries, across racial lines and income levels, and across geographical boundaries – exact real economic costs, imposing the equivalent of a “permanent national recession” \$1.4 trillion annually

## Current services for these youth have had some impact but there needs to be a new approach

Current aggregate of school-based and community programs/services leave Newark youth under-served

### Education

- A significant portion of Newark's curriculum is neither challenging nor engaging and is delivered unevenly, with significant variations from class to class and school to school
- Newark does not have a robust pipeline of quality educators nor does it have the data systems in place to assess retention and attrition rates
- Professional development for teachers and principals has been uncoordinated, ad hoc, and too rarely connected to accepted standards, curriculum, and instruction
- Majority of parents are not being provided with materials about learning standards for their children

### Disaffected youth

- Programs and resources are fragmented and not coordinated across neighborhoods or wards
- There are many small programs in operation, but these do not have the necessary reach to make a difference outside of their immediate neighborhoods
- It is difficult to measure impact and programs have a range of effectiveness
- It is hard to maintain funding, thus limiting sustainability of programs

NEY/DF will address the needs of Newark youth through a coordinated, holistic approach

# NEYDF exists to be this catalyst for change in youth opportunities and outcomes

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## **Mission:**

- To create a national, replicable model for educational and developmental success by achieving within Newark systemic reform that results in demonstrable high achievement for all youth.

## **Vision:**

- We will be the national model for dramatically improving outcomes for youth through a holistic, comprehensive approach.
- We will support and coordinate the highest quality, highest impact programs and approaches to education reform and youth development.
- We will enhance the capacity of Newark schools to drive education reform and youth development.
- We will provide high-impact support for Newark's most vulnerable population, disaffected youth between the ages of 12-21 (estimated as 1 in 4 youth).



# NEYDF can augment NPS's reform strategy and priorities

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Select education reform priorities	
Teaching & Learning	Description
Standard curriculum materials	<ul style="list-style-type: none"> <li>Drastically expand pipeline of high-quality educators leading the transformation of schools and further develop existing educators</li> </ul>
Merit/performance-based contracts	<ul style="list-style-type: none"> <li>Closely tie student performance to teacher compensation providing real rewards for student achievement</li> </ul>
Integrate holistic student supports	<ul style="list-style-type: none"> <li>Parental and community linkages to help them better support school reforms, including wrap around services</li> </ul>
Early school models	<ul style="list-style-type: none"> <li>Increase portfolio of high-quality school options available to families</li> </ul>
Accountability systems	<ul style="list-style-type: none"> <li>Build a "best-in-class" student information system that improves data-driven instruction, parent information and educator accountability</li> </ul>
Data management system	<ul style="list-style-type: none"> <li>Build a "best-in-class" system for transparent student outcome reporting by school</li> </ul>
Public access to data	<ul style="list-style-type: none"> <li>Awaken public consciousness to families to act in their own best interests</li> </ul>
Assess the impact	<ul style="list-style-type: none"> <li>Budget analysis for equitable student funding levels and HR reforms to support high quality human capital</li> </ul>
Supports & resources	

Source: McKinsey analysis, N-Value Promise Neighborhood data, MDRC research, EdSource, Center for Comprehensive School Reform and Improvement

# And, drive change through organizations who focus on the critical needs of disaffected youth

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## Critical needs of disaffected youth:

- Improved educational skills, achievement, and attainment
- Preparedness for economic success and making a transition to employment and self-sufficiency
- Resources and support to prevent high-risk behavior (e.g. teenage pregnancy, substance abuse and/or involvement in criminal behavior/juvenile justice system)

## Illustrative organizations

Example 1: CBO which provides an education and job skills to 16-24 year olds in poverty, most have a criminal record, are homeless or have had gang involvement

Example 2: CBO which provides youth with cultural, educational, and economic opportunities (e.g. job training workshops)

Example 3: Community development organization which provides stability to youth through afterschool enrichment activities, and youth and family crisis intervention

Example 4: Intermediary that partners with local community organizations and public schools to provide afterschool programs



# Funding will be allocated to a portfolio of programs across the priority areas

ILLUSTRATIVE

Target funding goal of \$150-250 million over 5 years: \$100-175 million for K-12 education

\$50-75 million for disaffected and at-risk youth

Priorities will likely include:

Sample programs and partners:

Expand on the dual cap classes (\$1.1-1.5 Classically expand pipeline of educators leading the transformation of Newark schools)	<ul style="list-style-type: none"> <li>New Leaders for New Schools</li> <li>Building Excellent Schools</li> <li>The New Teacher Project</li> <li>Teach for America</li> </ul>
Expand models (\$40-70M)	<ul style="list-style-type: none"> <li>KIPP and North Star</li> <li>SEED School</li> </ul>
Use portfolio of high quality school options available to parents and children	<ul style="list-style-type: none"> <li>Young Women's Leadership Academy</li> <li>Eagle Academy</li> <li>Citizen Schools</li> </ul>
Expand performance-based contracts (\$40-60M)	<ul style="list-style-type: none"> <li>Recent DC Public Schools contract reforms</li> </ul>
Expand student performance to teacher compensation	
Expand real rewards for student achievement	
Expand accountability systems (\$8-14M)	<ul style="list-style-type: none"> <li>New York City accountability initiative</li> <li>Insideschools.org</li> </ul>
Expand best-in-class system in clean and transparent student outcome reporting for parents and educator accountability	
Public school system success (\$2-5M)	<ul style="list-style-type: none"> <li>Stand for Children</li> <li>Children's Defense Fund</li> </ul>
Expand programs and services targeted towards at-risk youth	<ul style="list-style-type: none"> <li>YouthBuild</li> <li>Stop Shootin'</li> </ul>
Expand targeted youth programs (\$2-10 program years and costs)	<ul style="list-style-type: none"> <li>Herrick-Martin</li> <li>Mentoring USA</li> <li>Year Up</li> </ul>

# NEYDF will perform multiple roles to attain its goals

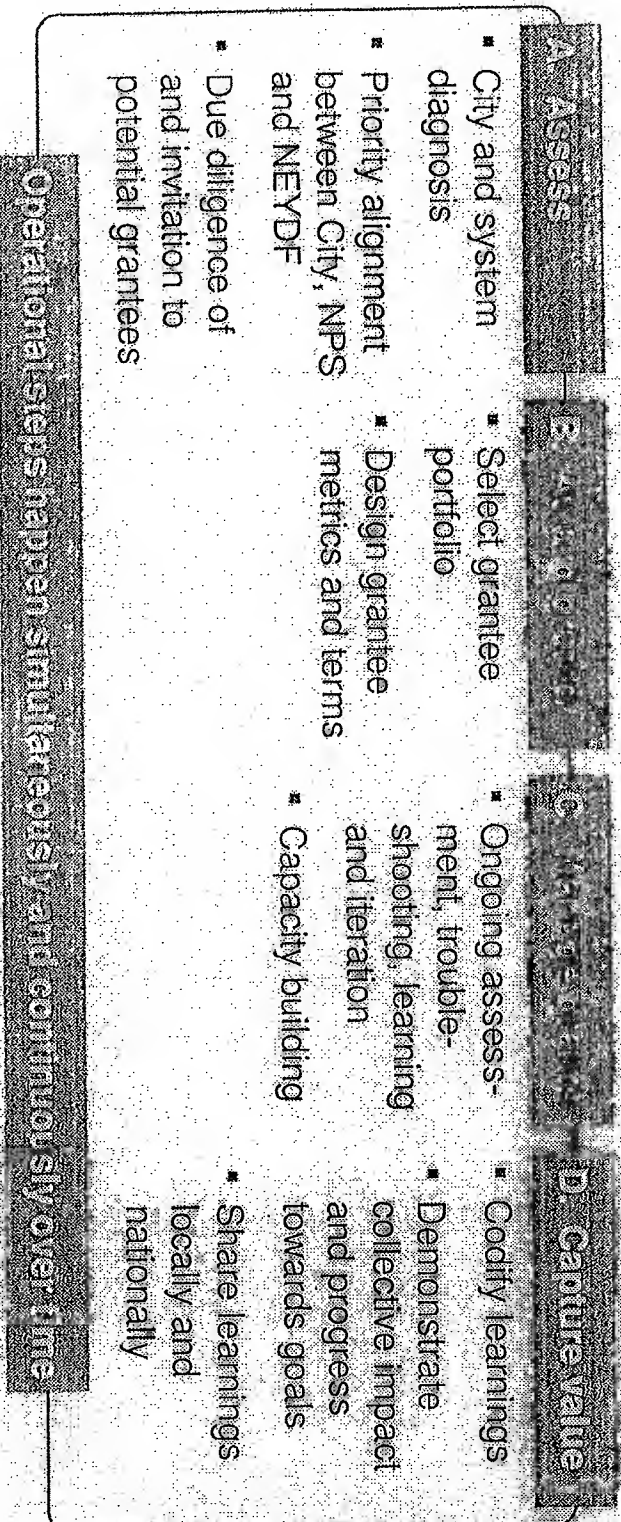
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NEYDF roles	Key activities
1. Raise and manage private funding to bring more resources to effectively transform the educational and life opportunities of Newark youth	<ul style="list-style-type: none"> <li>Augment city and system resources and capacity to</li> <li>Continuously improve existing offerings through programmatic, human capital and infrastructure investments</li> <li>Spur innovation and fill gaps by incubating new programs and processes</li> <li>Build capacity in Newark to more effectively collect and analyze data</li> </ul>
2. Bring, build and continually improve programs	<ul style="list-style-type: none"> <li>Evaluate what's working (or not) to drive change by</li> <li>Building detailed metrics to evaluate progress and success</li> <li>Gathering, aggregating and translating data among partners and city to understand where successful and where need to iterate</li> <li>Creating a fact base to help codify learning</li> <li>Sharing data locally and nationally</li> </ul>
3. Bring, build and continually improve networks	<ul style="list-style-type: none"> <li>Bring learning and resources to broader community for greater impact to</li> <li>Build capacity of community organizations through data-sharing, coordination of resources and creation of opportunities for ongoing shared learning (e.g. hold workshops as needed for local organizations to build skills)</li> <li>Embed a sense of ownership for measurable change in Newark</li> <li>Transferring learnings and effective solutions nationally</li> </ul>
4. Build and leverage local and national networks for impact	

**Goals**  
Sustainable change in Newark and exportable national model for urban transformation

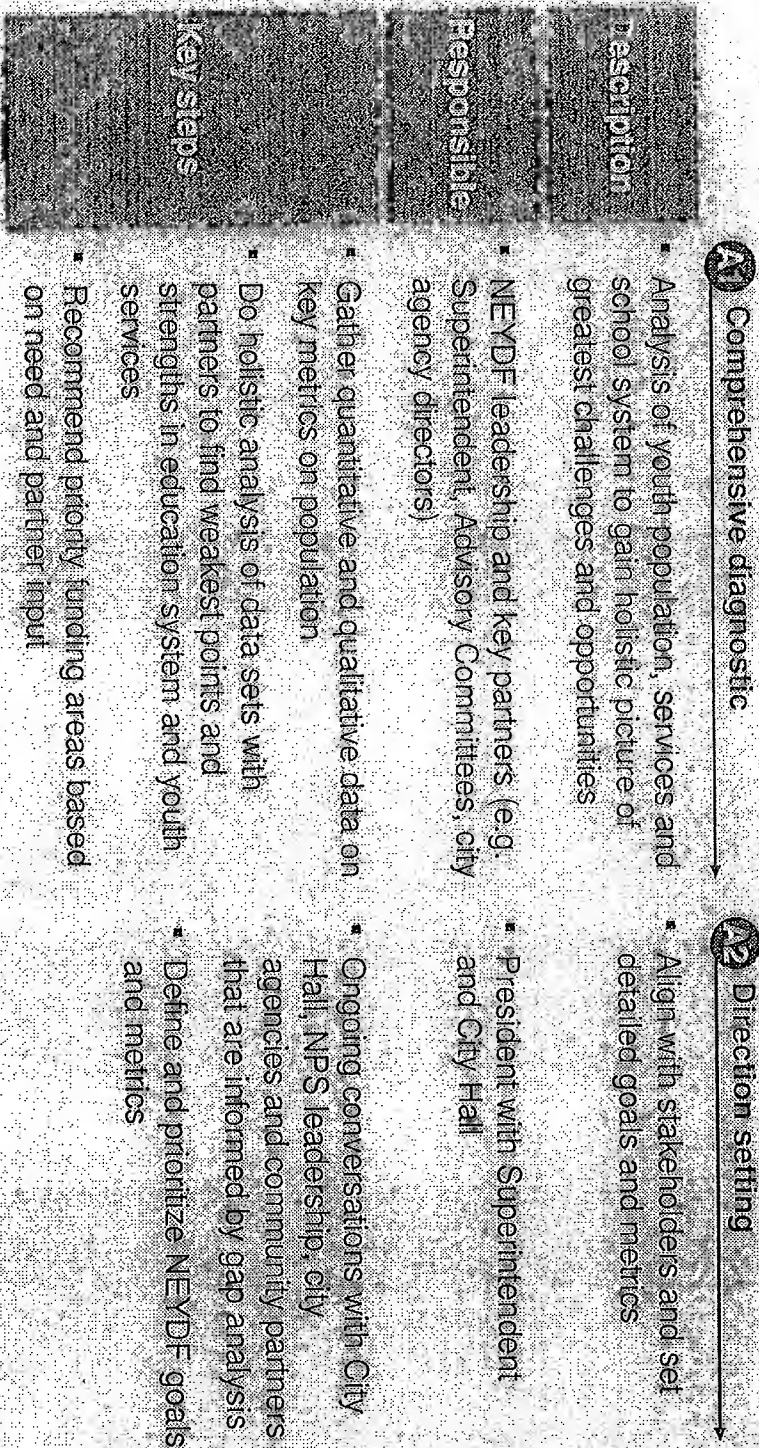


In order to achieve these goals, NEYDF will have four core operations



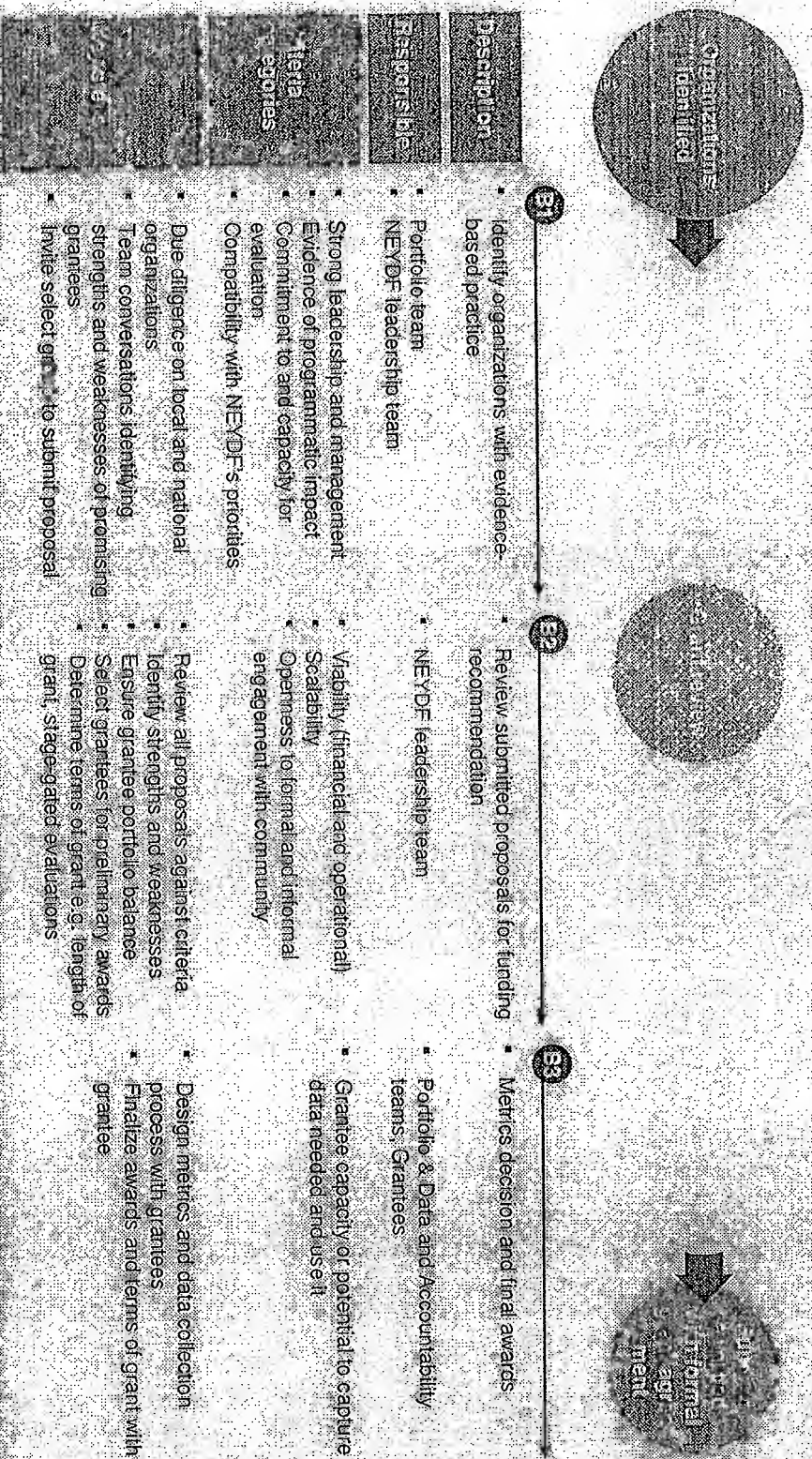
# A. Assess: Continuous analysis of Newark youth needs and services

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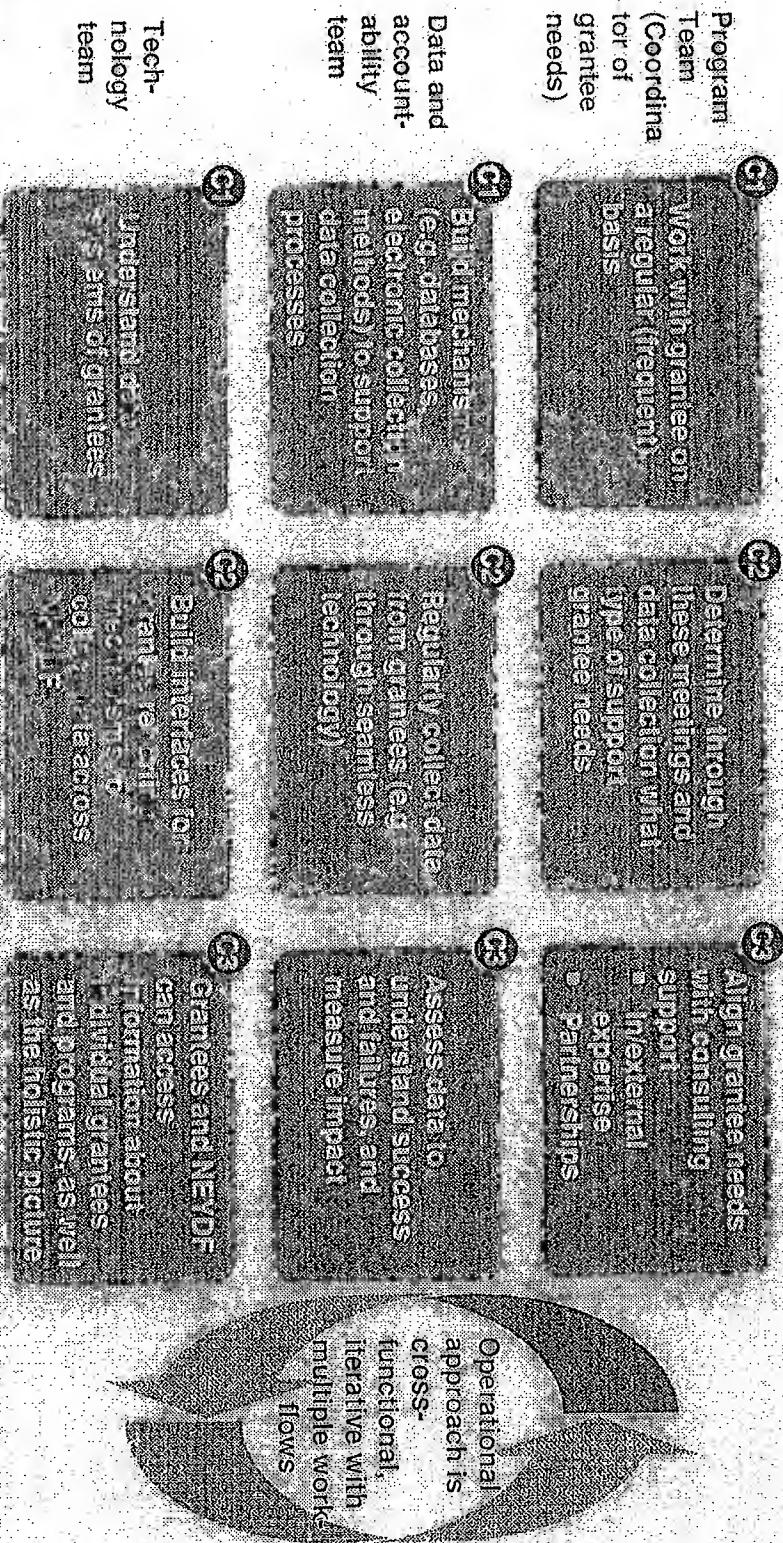




## B. Award grants: Sequenced screening allows an efficient and effective 3-step selection process



## C. Manage grants: NEYDF is heavily involved with grantees on an on-going basis





## D. Capture value: Use data and learnings to have an impact on grantees and beyond

Description	Responsible	Key steps
<ul style="list-style-type: none"> <li>▪ Measure grantee and aggregate performance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Data &amp; Accountability, Portfolio and Technology teams</li> </ul>	<ul style="list-style-type: none"> <li>▪ Use data systems to aggregate reporting from all grantee organizations                             <ul style="list-style-type: none"> <li>— Integrate data systems</li> <li>— Align metrics</li> </ul> </li> <li>▪ Collect Newark city wide data to evaluate achievements</li> <li>▪ Build holistic picture of successes and challenges</li> </ul>
<ul style="list-style-type: none"> <li>▪ Codify learnings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Data &amp; Accountability and Portfolio teams</li> </ul>	<ul style="list-style-type: none"> <li>▪ Use data to determine:                             <ul style="list-style-type: none"> <li>— Gaps in support services</li> <li>— Impact on priorities</li> <li>— Funding decisions</li> </ul> </li> <li>▪ Refine and shift focus based on learnings</li> <li>▪ Identify trends and translate into best practices</li> </ul>
<ul style="list-style-type: none"> <li>▪ Communicate and export knowledge</li> </ul>	<ul style="list-style-type: none"> <li>▪ Portfolio and External Relations teams</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop methods and timing for formally sharing knowledge e.g. quarterly scorecard</li> <li>▪ Export best practices and successes to the Newark community and the nation via                             <ul style="list-style-type: none"> <li>— Press releases, website</li> <li>— Publications e.g. white papers, newsletters</li> <li>— Website, blogs</li> <li>— Workshops, conferences</li> </ul> </li> </ul>

## Success for NEYDF will be defined, measured, and shared

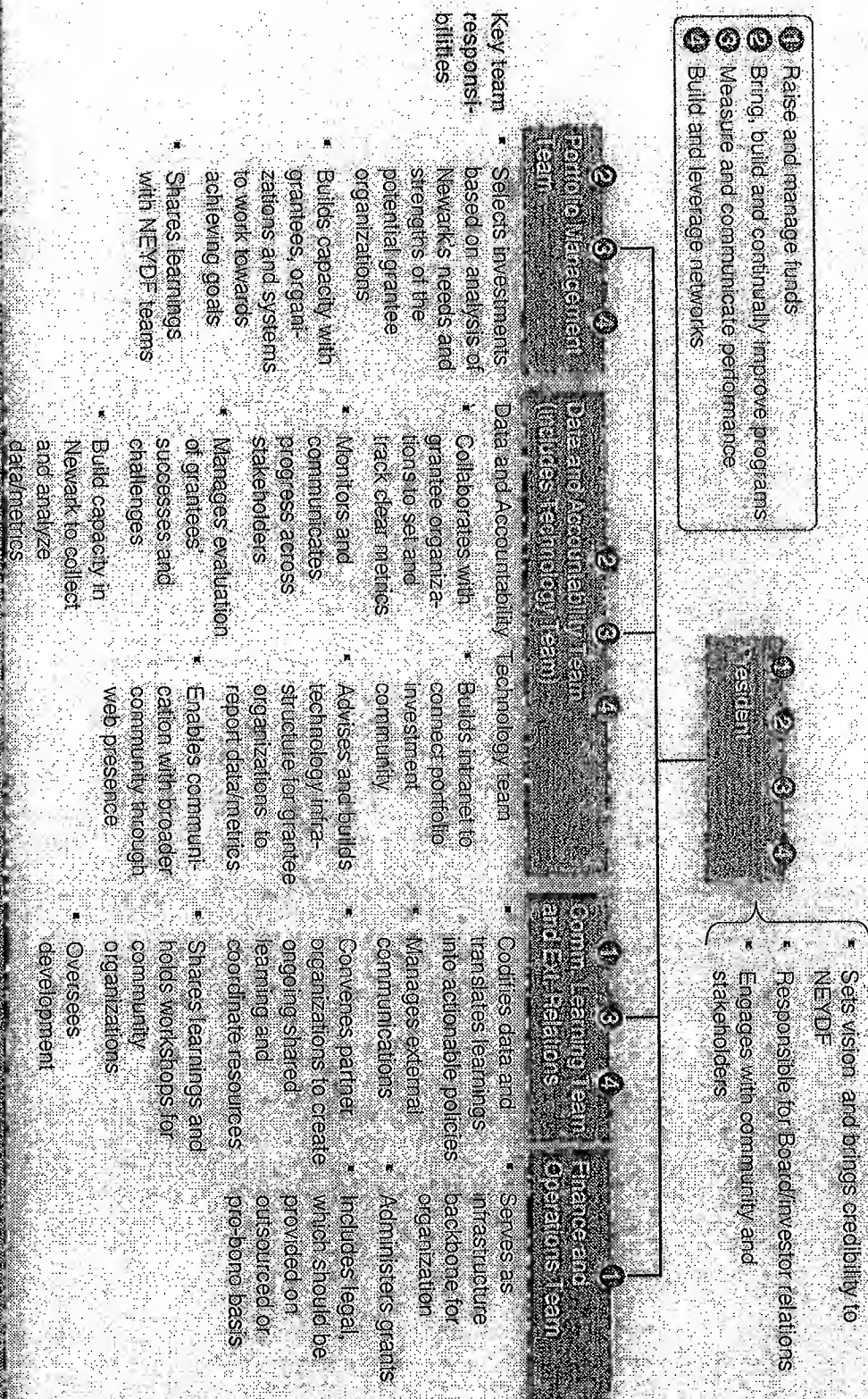
### Illustrative metrics

- Increased achievement scores in reading and math
- Increased graduation rates with graduates prepared for higher education and/or career aspirations
- Increased abilities for disaffected youth to reengage in meaningful opportunities and embark on pathways to success
- *Blueprint for national replication across America's urban centers to transform the lives of its youth*

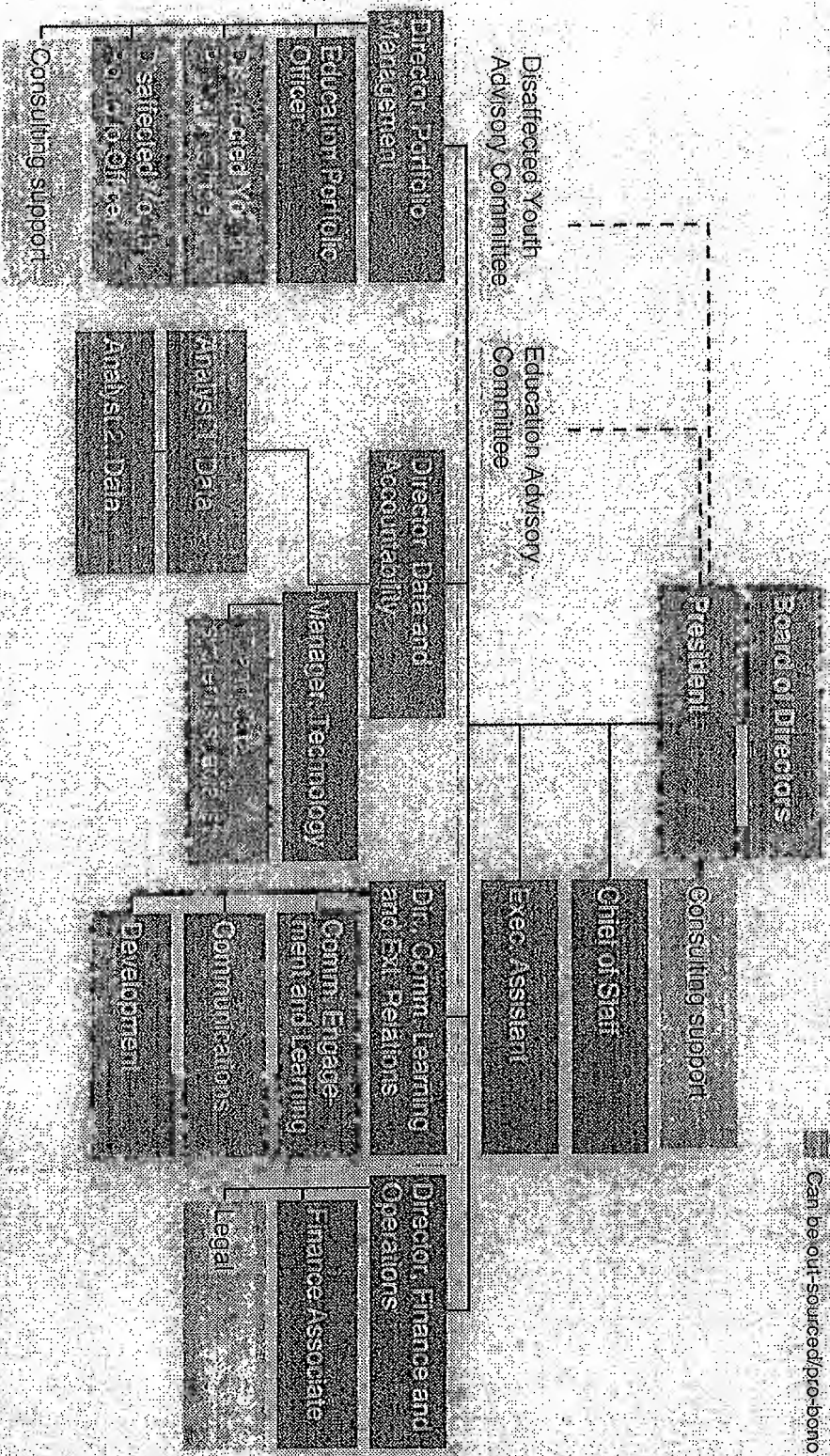




# NEYDF will structure teams around its primary roles



# And, will maintain a lean structure over time





# **NEDYF needs a strong and committed Board of Directors**

## **Board of Directors composition**

- Small (maximum of 7 - 9 board members)
- Comprised solely of key investors and Mayor as ex-officio member

## **Responsibilities include:**

- Provide short-term (5-year) funding needs and create long-term funding opportunities
- Multi-year commitment leading to minimal turnover of members
- Set strategic direction of NEYDF
- Provide ongoing advice and support to the organization and Executive Director
- Give credibility to NEYDF
- Ensure progress towards NEYDF goals
- Critical mass of members active in launching organization successfully
- Committed to transforming Newark and creating national model for urban transformation

## And expert Advisory Committees that facilitate collaboration between community and partners

### Advisory Committee composition

- Two advisory committees (education and disaffected youth) each with 10-15 core members (e.g. community leaders and external knowledge experts)
- Committee member network of sub-groups of experts and local leaders (e.g. educators, faith based leaders, youth, etc.)

### Responsibilities and expectations

- Bring content expertise and local perspective to Board of Directors and NEYDF staff and programs per the request of the President
- Build credibility within community for broader support of NEYDF work
- No voting or legal rights
- Composition will be re-evaluated on a regular (annual) basis
- Meet periodically (quarterly) or as required to support NEYDF initiatives

# NEYDF budget reflects gradual program ramp up

## BUDGET SUMMARY

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Revenues (\$000s)</b>						
Contributions-Education		\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Contributions-Disaffected Youth		10,000	10,000	10,000	10,000	10,000
Contributions from net income			22,489	18,941	3,966	2,396
Additional Contributions	350					
Interest Income	0		337	284	59	36
<b>Total Revenues</b>	<b>\$ 350</b>	<b>\$ 50,000</b>	<b>\$ 72,826</b>	<b>\$ 69,225</b>	<b>\$ 54,026</b>	<b>\$ 62,432</b>
<b>Expenses (\$000s) (2)</b>						
<b>Programs</b>						
Grants and contracts	0	25,000	50,978	62,302	48,623	47,189
Special Initiatives	5	125	125	125	125	125
Discretionary grants	5	25,125	51,103	62,427	48,748	47,314
<b>Total Programmatic Expenses</b>	<b>10</b>	<b>50,150</b>	<b>102,206</b>	<b>124,854</b>	<b>97,496</b>	<b>94,628</b>
<b>Admin and Overhead</b>						
Salaries and benefits (3)	186	1,605	2,288	2,334	2,389	2,428
Consulting fees	48	400	200	200	200	200
Equipment	5	20	20	20	20	20
Data systems	13	50	50	50	50	50
Materials and supplies	5	30	30	30	30	30
Insurance	3	10	10	10	10	10
Travel, conferences, meetings	10	60	60	60	60	60
Board Fees and Expenses	1	5	5	5	5	5
Communications	20	65	68	72	75	79
Rent and utilities	10	40	40	40	40	40
Legal	1	1	1	1	1	1
Other	3	10	10	10	10	10
<b>Total Admin/Overhead Expenses</b>	<b>304</b>	<b>2,296</b>	<b>2,792</b>	<b>2,834</b>	<b>2,882</b>	<b>2,933</b>
<b>Startup</b>						
Incorporation fees	1					
Equipment	20	60				
Data systems	20	30				
<b>Total Startup Expenses</b>	<b>41</b>	<b>90</b>				
<b>Total Expenses</b>	<b>\$ 350</b>	<b>\$ 22,511</b>	<b>\$ 53,896</b>	<b>\$ 65,259</b>	<b>\$ 51,630</b>	<b>\$ 50,247</b>
<b>Net Income</b>	<b>\$ 0</b>	<b>\$ 22,489</b>	<b>\$ 18,941</b>	<b>\$ 3,966</b>	<b>\$ 2,396</b>	<b>\$ 2,385</b>
<b>Operating Expense Ratio</b>	<b>N/A</b>	<b>8%</b>	<b>5%</b>	<b>4%</b>	<b>6%</b>	<b>5%</b>

Assumes \$250 million funding disbursed to NEYDF at \$50 million per year

Interest assumed to be 5 year risk-free treasury bill rate and is calculated based on net income per year

Assumes constant FTE size from year 2 although NEYDF may adjust staff size based on new needs

Salaries and benefits comprise over 75% of operating expenses each year



## Why investing now is the right time...

- **Place:** Newark has a powerful alignment of civic and political interests; no other city in America has a platform of federal, state and municipal leadership committed to bi-partisan education reform for urban youth.
- **Scale:** Our youth population is manageable in size, making Newark an ideal laboratory for community change.
- **Smart investing:** NEYDF will build upon proven local and national models of excellence.
- **Foundation:** National organizations have invested in Newark's youth, shown success in recent years and created a climate for reform.
- **Collaboration:** NEYDF will coordinate a critical mass of local and national partners with proven models of excellence to deliver high impact programs and best practices.